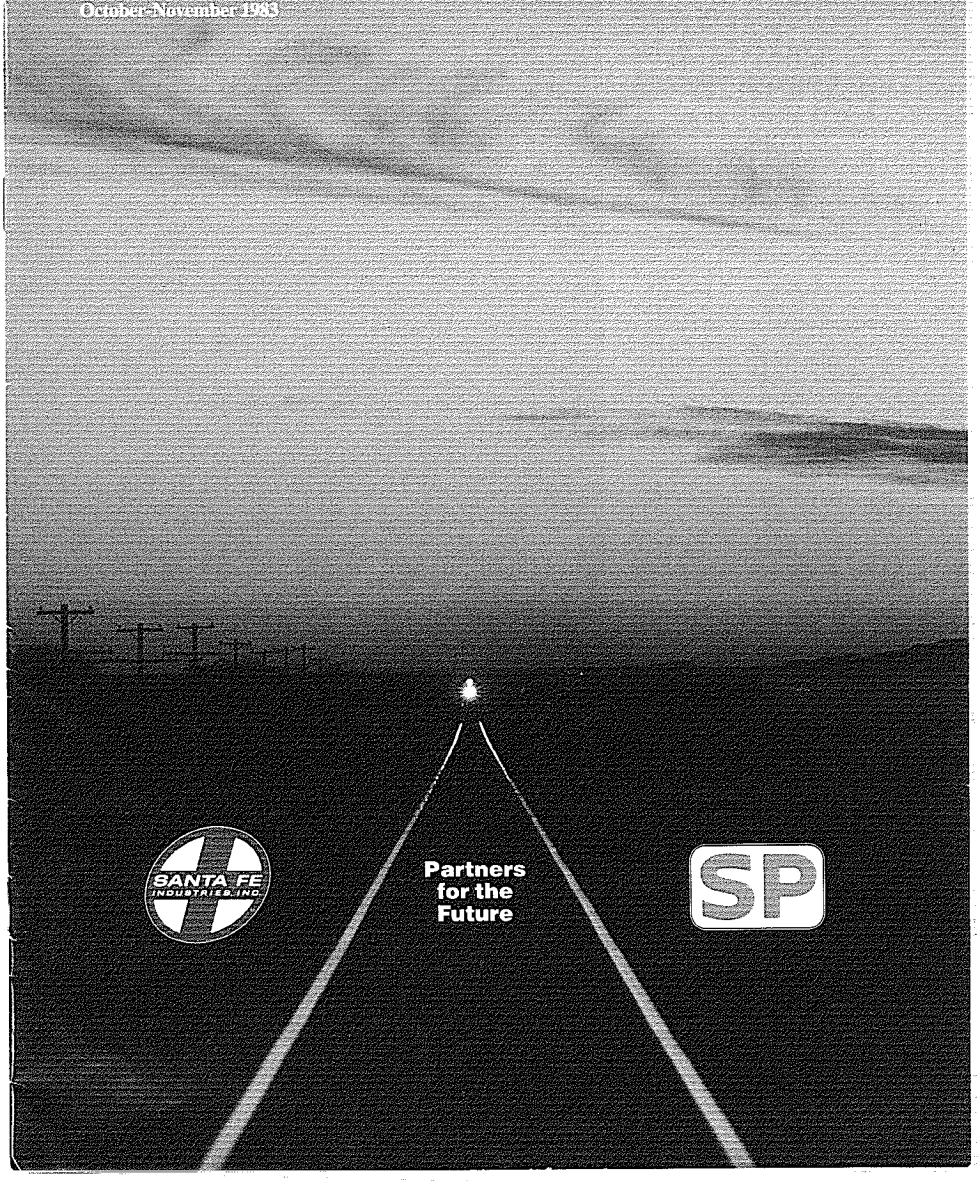
Southern Pacific Bulletin

October-November 1983



NEWS FROM SOUTHERN PACIFIC

On September 27, 1983, a joint press release issued by the Public Relations Departments at Santa Fe Industries, Inc. and Southern Pacific Co. announced that an agreement had been reached to form a new holding company called Santa Fe Southern Pacific Corporation. The complete text of the news release is reprinted here.

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Southern Pacific and Santa Fe will become partners as part of a merger agreement that was announced on Sept. 27, 1983. At a time when mega-mergers are the trend in the railroad industry, the new business combination will improve the competitiveness of the rail operations. Photo: Jamie Schmid.

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CHICAGO, Ill. and SAN FRANCISCO, Calif.—Santa Fe Industries, Inc. and Southern Pacific Company have agreed in principle that the two companies will enter into a business combination, it was announced today by John J. Schmidt, Chairman and Chief Executive Officer of Santa Fe Industries, Inc., and B. F. Biaggini, Chairman and Chief Executive Officer of Southern Pacific Company. Under the agreement, each company would become a subsidiary of a newly formed holding company to be called Santa Fe Southern Pacific Corporation.

"The new company will combine basic transportation, natural resources, real estate and financial services, offering shareholders a broader-based enterprise and affording customers, employees and the communities we serve greater opportunities than either company might be expected to achieve alone," the chief executives said in a joint statement.

"The efficiencies inherent in this combination are necessary to maintain our competitive position in an environment wherein major railroad combinations have taken place. The strengthening of the service and financial capabilities of the combined rail operations, which will total approximately 25,000 mainline miles, will assure healthy and balanced competition in the transcontinental freight market and in regional areas," the statement continued.

The agreement in principle provides that upon consummation of the proposed transaction, which is intended to be tax free to stockholders, each outstanding share of the common stock of Southern Pacific Company will be exchanged for 1.543 shares of common stock of the new holding company and each outstanding share of common stock of Santa Fe Industries will be exchanged for 1.203 shares of common stock of the new holding company. It is contemplated that the initial annual dividend for the common stock of the new holding company will be $1.00 per share. At present there are approximately 84.1 million shares of Santa Fe Industries common stock outstanding and 1.2 million shares reserved for issuance upon conversion of outstanding convertible debentures, and 56.6 million shares of Southern Pacific Company common stock outstanding. Assuming conversion of all outstanding Santa Fe Industries convertible debentures, approximately 190 million shares of common stock of the new holding company would be issued. It is intended that the transaction will be accounted for as a pooling of interests.

The chairman and chief executive officer of the new holding company will be John J. Schmidt, Chairman and Chief Executive Officer of Santa Fe Industries, and the President and Chief Operating Officer of the new holding company will be R. D. Krebs, President of Southern Pacific Transportation Company. W. John Swartz, President of Santa Fe Industries, and Alan C. Furth, President of Southern Pacific Company, will each be a Vice Chairman of the new holding company. L. Cena, President and Chief Executive Officer of Santa Fe Railway operations, and Denman K. McNear, Chairman and Chief Executive Officer of Southern Pacific Transportation Company, will be in charge of planning and consolidation of the combined railroad operation subsequent to regulatory approval.

Santa Fe Industries and Southern Pacific Company will each nominate one half of the membership of the Board of Directors of the new holding company. The corporate headquarters of Santa Fe Industries will remain in Chicago and the corporate headquarters of Southern Pacific Company will remain in San Francisco.

The parties intend to consummate the transaction by year end, following a definitive agreement, shareholder approval, necessary regulatory approvals and other customary conditions. In that regard, the parties intend to seek to make arrangements acceptable to the Interstate Commerce Commission to permit consummation of the transaction prior to final ICC approval of the affiliation of the two railroads.

"This combination will strengthen the existing transportation and natural resources operations of both Santa Fe Industries and Southern Pacific Company. The combination of the rail properties of the two companies will afford substantial economies and efficiencies and will result in a greatly improved capability to provide increased service to our customers. The real estate and natural resources activities of both companies complement each other and will bring geographic diversity to the new organization," said the two chief executives.

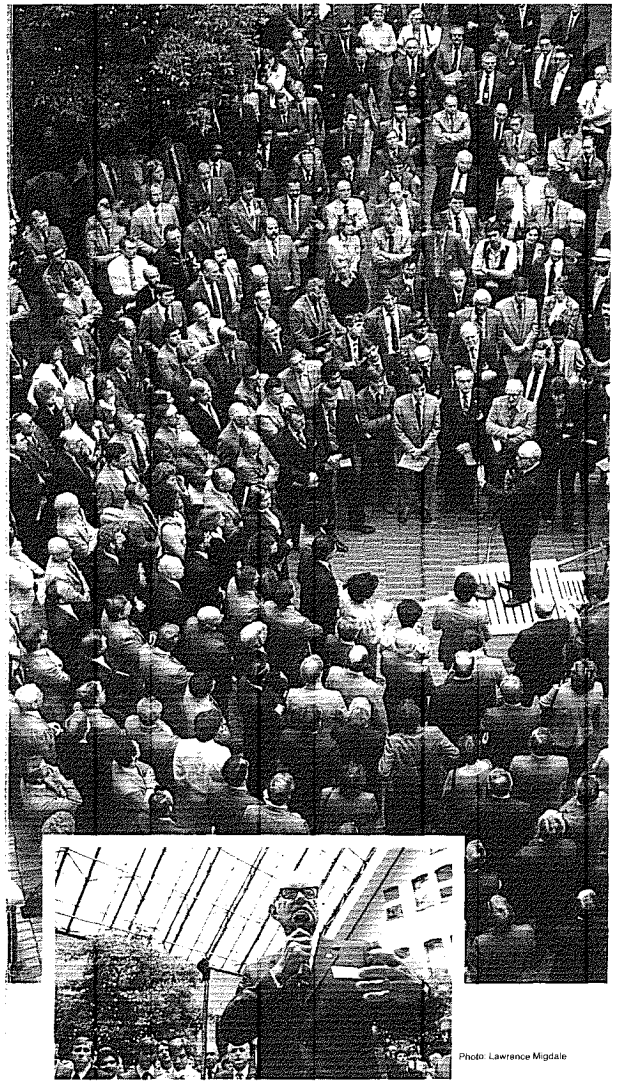


Photo: Lawrence Migdale

Top: Employees at San Francisco gathered in the lobby of the One Market Plaza complex to hear Mr. Biaggini's comments on the merger. Above: Mr. Biaggini responds to an employee's question.

New Day Dawns With SP-Santa Fe Merger Agreement

Early morning announcement is the important business news of the day.

At 6:30 a.m. PDT (8:30 a.m. CDT) on September 27, 1983, a joint news release was issued simultaneously from San Francisco and Chicago.

The rumors and speculation that began the previous day when SP and Santa Fe requested the stock exchanges to delay trading of their stocks gave way to the official news: Santa Fe Industries, Inc. and Southern Pacific Company had agreed to enter into a "business combination" as a newly formed holding company called Santa Fe Southern Pacific Corporation.

As the announcement was being made public, SP's Jim Thomas, senior assistant supervisor in Operations Control, was preparing to transmit the same release over the TOPS computer system. When he finished, he pressed a button to send out the news to more than 750 TOPS terminals throughout the SP system and to off-line sales offices throughout the United States. SP employees were among the first to get the news.

Chairman B. F. Biaggini added the following personal message to the internal announcement:

"We believe this is the best possible course for us to follow, and we look forward to a strong and healthy combination with Santa Fe.

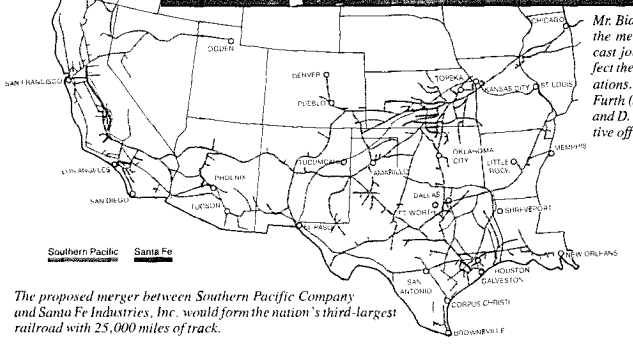
"The merged company will be a stronger one than either of the two standing alone. We look forward to a long and successful affiliation where profitability, career opportunities and job security will all be enhanced."

At the General Office in San Francisco, Mr. Biaggini held a meeting with the company's officers to offer his comments and to answer questions about the merger. Later that morning, he held a news conference attended by 20 print and broadcast journalists. A summary of Mr. Biaggini's comments at both meetings appears on page 5.

Eight days later—on October 4—a definitive agreement was announced. Consummation is expected by the end of the year. □

Photo: Lawrence Migdale

Mr. Biaggini held a news conference following the merger announcement. Print and broadcast journalists sought answers about the effect the merger would have on all of SP's operations. Seated with Mr. Biaggini are: Alan C. Furth (left), president of Southern Pacific Co., and D. K. McNear, chairman and chief executive officer of the Transportation Company.



The proposed merger between Southern Pacific Company and Santa Fe Industries, Inc. would form the nation's third-largest railroad with 25,000 miles of track.

Santa Fe's Activities Focus On Four Major Business Areas

Santa Fe Industries, Inc. is a diversified company with 1982 revenues and sales of $3.2 billion and assets of $4.7 billion.

Transportation

- Atchison, Topeka and Santa Fe Railway Company operates along 12,319 miles of track and had revenues of $2.1 billion in 1982.
- Santa Fe Trail Transportation Company is a truck line that operates in 22 states.
- Gulf Central Pipeline Company transports anhydrous ammonia fertilizer from points in Louisiana to the Corn Belt States.
- Chaparral Pipeline transports natural gas liquids from west Texas and New Mexico to the Houston area.

Natural Resources

- Santa Fe Energy Company is one of the largest producers of heavy oil in the country. Production for 1982 was 16.3 million barrels.
- Santa Fe Energy Products is an active marketer of petroleum products.
- Santa Fe Mining, Inc. has identified more than 810 million tons of demonstrated coal reserves in New Mexico and is actively searching for new opportunities. Santa Fe Industries, Inc. has more than four million acres of mineral rights in the Southwest.

Forest Products

- Kirby Forest Industries, Inc. manufactures plywood, dimension lumber, particle board and other wood products. The major part of the wood fiber used to manufacture these products come from the company's 655,000 acres of forests in eastern Texas and southwestern Louisiana.
- Walker-Kurth Lumber Co. is a building products chain serving both wholesale and retail customers in southeastern Texas.

Real Estate and Construction

- Santa Fe Land Improvement Company owns about 22,000 acres in the Southwest which it manages, develops and markets.
- Robert E. McKee, Inc. is a major general contractor which builds offices, schools, airports, hospitals and industrial plants throughout the Sun Belt.
- Zia Company and its subsidiaries provide support service to the U.S. Department of Energy at Los Alamos, New Mexico.

Q&A Chairman Biaggini Answers Questions From Employees and the Media

On the Subject of Mergers: In early August, Mr. Biaggini addressed a meeting attended by officers from the General Office and Western Division. He was asked about mergers:

"I said then there were none at the moment, but that I might get a phone call. Well, I got that phone call."

Executives of both companies began talking "real seriously" about the merger proposal on Sept. 1, 1983 and the deal to proceed was closed on Saturday, Sept. 24.

The New Company's Structure: "The best way to look at this is as a merger of equals. The new combination will have equal representation from Santa Fe and Southern Pacific on the new Board of Directors of the holding company. Southern Pacific will remain in San Francisco and be operated exactly as it is right now. Santa Fe Industries will remain in Chicago and it will be operated exactly the way it is right now."

The Right Time for the Merger: A combination of the two companies seems better now than in 1980 when merger talks were first held because there is a "different financial picture now. Both companies are better off."

Large amounts of cash on hand at both SP and Santa Fe probably will be used for internal projects, such as railroad service improvements, as well as external purposes, such as possible acquisitions of energy and natural resources operations.

Mr. Biaggini added that SP and Santa Fe must deal with the fact that megamergers are the trend in the railroad industry. In view of the mergers in the East and the most recent Union Pacific-Missouri Pacific-Western Pacific affiliation, both managements "feel it is not worth it to remain independent in face of the competitive efficiencies" being utilized by the merged lines.

Effect on Employees: SP's jobs and job security seene "will not be changed.

"In my opinion," Mr. Biaggini said, "we are going to wind up with a vastly stronger company and the chances for profitability, career enhancement and job security will all be improved rather than having us continue in a highly competitive world where the outlook at best, for some parts of the business, could only be said to be uncertain.

"We're not looking at a loss of jobs situation . . . What we want to do (through this merger) is handle more business now than trucks and other railroads, and maybe over the next five years or so we'll see a little increase in railroad employment."

Route Structure and Facilities: Many routes of both SP and Santa Fe are "very direct and efficient." These will be put together for creation of the shortest lines with the least grades to offer even "better service and be more competitive." Where there are now parallel lines of SP and Santa Fe, these can possibly be used as paired tracks, much like two one-way streets to make for very fast train movement.

Very little is anticipated in the way of large-scale line abandonments and yard closures. "At SP we're already doing all we can to shut down small, inefficient yards and unprofitable lines."

Santa Fe and Conrail: Santa Fe's previously expressed interest in Conrail is still on the list of things to be discussed. Nothing can be decided until results of studies now being conducted are available.

Real Estate Projects: SP's big Mission Bay project in San Francisco will go on as planned. The decision on Mission Bay "will be made at City Hall in San Francisco, not in Chicago by Santa Fe or in San Francisco by Southern Pacific." Santa Fe has very good real estate properties and is interested in development.

Mr. Biaggini's Retirement: As to his own future, Mr. Biaggini, 67, said he already is two years past retirement age and will retire from Southern Pacific upon completion of the combination of SP and Santa Fe. He said he will be a member of the Board of Directors of the new holding company and will "be around for consulting purposes." □

Ticor Sale Announced

Southern Pacific Company reached an agreement on September 30, 1983 for the sale of Ticor and its subsidiaries, other than Constellation Reinsurance Company. The amount of the sale is $271.3 million, payable $240 million in cash at closing and $31.3 million in 13½ percent subordinated notes.

The purchaser is a newly formed company called New TC Holding Corporation. Harold S. Geneen, former chairman and chief executive officer of ITT Corporation, is chairman of New TC. Investors in the company are to include Associated Madison Companies, Inc., a wholly owned subsidiary of American Can Company; Mr. Geneen; Rocco C. Siciliano, chairman and chief executive officer of Ticor; and Winston V. Morrow, president of Ticor.

Mr. Siciliano, a member of SP's Board of Directors, also announced his resignation as a director in order to devote his efforts to the operation of Ticor and the achievement of the purchase of the company from SP.

SP purchased Ticor in 1979. The Los Angeles based holding company has subsidiaries in residential and commercial title insurance, residential mortgage insurance, financial and commercial printing, real estate tax service, property and casualty reinsurance, and homeowners' warranty services.

Constellation Reinsurance, which is a wholly owned subsidiary of Ticor, will become a wholly owned subsidiary of Southern Pacific and will continue under the active management of its president, James G. Smith.

The transaction is subject to customary conditions, including the obtaining of necessary financing. Subject to required regulatory agency clearances, the transaction is expected to be completed on or before January 20, 1984. □

A New Armourdale Yard Emerges

The $12.6 million rehabilitation project is expected to be completed next year.

Just 35 years ago this year, the big news in transportation circles around Kansas City was the opening of the Rock Island Railroad's new Armourdale Yard—the most modern on the railroad.

Yet by 1980, the Rock Island was bankrupt and the once-mighty yard was all but closed. More than half of its tracks were out of service and most of the rest barely operable. When Cotton Belt took over operation of Armourdale in March, 1980, as part of the SP's $57-million purchase of the Golden State Route, only enough traffic remained for one eastbound and one westbound train each day.

By the end of 1982, three and sometimes four trains daily in each direction were moving in and out of this Cotton Belt facility. Armourdale Yard had developed into a key terminal for SP's traffic moving between the Midwest and the West Coast over the upgraded Golden State Route.

Now Armourdale Yard is in the midst of a massive rehabilitation.

Initial work on the project began at the end of 1982 following the Federal Railroad Administration's approval of a $12.6 million rehabilitation plan. FRA approval was necessary in order to qualify for low interest loans under the Railroad Revitalization and Regulatory Reform Act of 1976.

The project obtained $5 million in Federal loan assistance under this program, which carries numerous stipulations. Among them is consideration of minority and women's business enterprises in supplying materials and contract services for the project. Of the money spent on services and commodities where contracting possibilities have been identified, approximately 24 percent will be paid to minority businesses and 4 percent to women's business enterprises.

Another requirement of the FRA loan was that new jobs on the project (those not performed by regular SSW maintenance of way forces) be offered first to furloughed Cotton Belt and Southern Pacific personnel, as well as to former employees of the Rock Island and other railroads whose bankruptcies have caused massive layoffs in the last few years. Thus far, nearly 85 of these workers, many of whom worked on the earlier rehabilitation of the main line of the old Golden State Route between Topeka and Tucumcari, have been employed on the Armourdale project.

Photo: Ray Tyler

Project Manager Mike Christensen (left) and District MofW Manager L. J. Fletcher are in charge of Armourdale's rehabilitation.

A third requisite of the FRA was the project must, in fact, be a rehabilitation of a deteriorated Rock Island facility—not the construction of a new complex. This represented probably the greatest hurdle. All proposals to change existing facilities, regardless of antiquation of the original's design, had to be submitted to the FRA for approval.

Armourdale will emerge a more efficient terminal than before. Gone is its gravity hump operation, one that was never operated under Cotton Belt ownership. The old hump was a manual operation, as compared to computerized SSW and SP gravity yards at Pine Bluff, Houston and West Colton. The bowl of the Armourdale hump was small and confined, necessitating extreme curvature on lead tracks. This situation resulted in lower car holding capacity as well as greater danger of derailment from bypassed couplers on the curve.

The new Armourdale Yard will be a flat switching yard, complete with a new yard drainage system (the absence of adequate drainage capacity had caused track and tie problems), a rehabilitated locomotive service facility, including a new high capacity fueling system and industrial waste treatment plant, an improved caboose service area, and new yard air lighting and communications systems.

By August, approximately one third of the work had been completed under Project Manager Mike Christensen's direction. No stranger to rehabilitation work, Christensen had been Regional MofW Manager at Liberal, Kansas on the earlier Golden State project.

One method that has enabled progress at a more rapid rate (the project's completion is scheduled for early next year) has been the "paneling" of both track and turnouts. This "assembly line" format permitted construction of track and switch panels in 39-foot and greater lengths—rails, ties and all—at a central manufacturing location. Panels were then stacked and stored while leveling and ground preparation operations were being conducted on the site of the old hump. Once the site for each track is prepared, the panels are transported by truck to their final location, and installed end-to-end to form the new track. Without the use of track panels, construction time would have been increased significantly since no work could have begun on the tracks until the whole site had been leveled.

Photo: Ray Tyler

Prefabricated track panels speed up railroad construction projects. This panel is being placed in one of Armourdale's four receiving/departing tracks.

Initially a responsibility of Engineer Design and Construction J. F. Lynch's construction group at San Francisco and Assistant Engineer Design and Construction A. H. Meyers' at Houston, Armourdale Yard's maintenance will fall under Regional Engineer Bob Cox's direction once the project is completed. District Maintenance of Way Manager L. J. Fletcher, whose forces maintain Armourdale currently, is actively involved with the project. Before rehabilitation work began, well over $3 million had been spent in maintenance of the yard. Both look forward to being able to further expedite the 16-18 trains that are routed through this terminal daily.

SP President Rob Krebs frequently cites the importance of the Kansas City gateway for the entire system. Come 1984, a rehabilitated Armourdale Yard will contribute to this route's fast and efficient service.

—*Jim Johnson*

***Below:** Armourdale Terminal Superintendent Seth Mitchel (right) points out construction activities to Regional Engineer Bob Cox.*

Photo: Jim Johnson

Photo: Ray Tyler

Armourdale's old gravity hump yard is being turned into a flat classification yard better able to handle present traffic volumes of 16 to 18 trains a day.

Photo: Ray Tyler

Welders Carl Campbell (left) and S. B. Berry prepare a thermite weld, an in field weld that fuses a rail joint with steel. The box between them is a mini-steel mill that chemically smelts iron pellets.

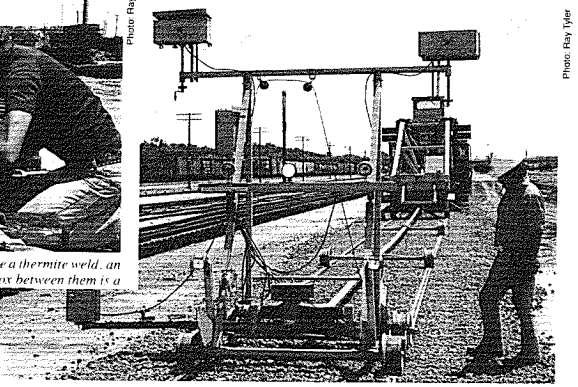
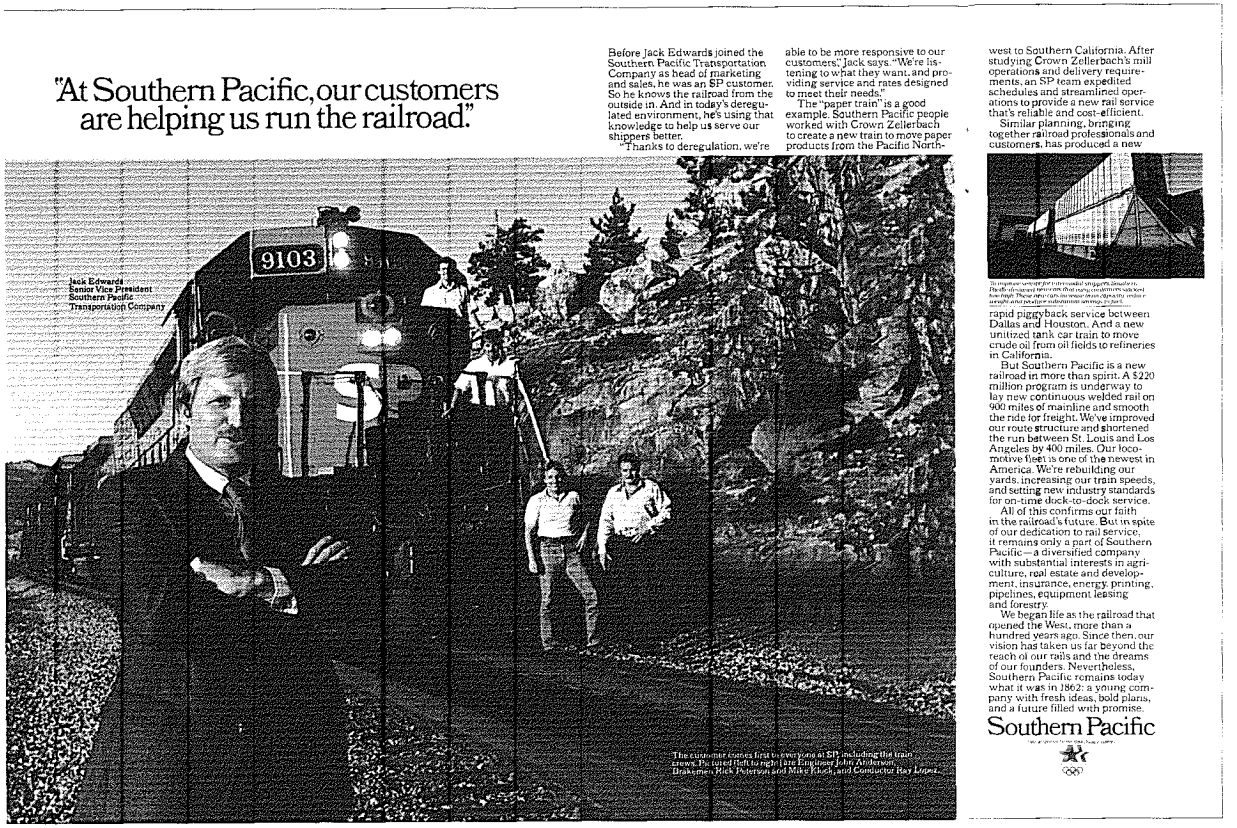


Photo: Ray Tyler

Grading Foreman J. I. Pacheco admires a laser-beam equipped tamper. This tamper follows the laser beam emitted by the forward unit, set on a properly aligned section of track, correcting any variation in the track structure in any dimension as it moves. In the last three years, these scientific tampers have become a frequent sight on the Cotton Belt.

Photo: Ray Tyler

Track Foremen Richard Howell (left) and Jamie Bell oversee track panel construction at a yard adjacent to Armourdale.



Before Jack Edwards joined the Southern Pacific Transportation Company as head of marketing and sales, he was an SP customer. So he knows the railroad from the outside in. And in today's deregulated environment, he's using that knowledge to help us serve our shippers better.

"Thanks to deregulation, we're able to be more responsive to our customers," Jack says. "We're listening to what they want, and providing service and rates designed to meet their needs."

The "paper train" is a good example. Southern Pacific people worked with Crown Zellerbach to create a new train to move paper products from the Pacific Northwest to Southern California. After studying Crown Zellerbach's mill operations and delivery requirements, an SP team expedited schedules and streamlined operations to provide a new rail service that's reliable and cost-efficient.

Similar planning, bringing together railroad professionals and customers, has produced a new rapid piggyback service between Dallas and Houston. And a new unitized tank car train to move crude oil from oil fields to refineries in California.

But Southern Pacific is a new railroad in more than spirit. A $220 million program is underway to lay new continuous welded rail on 900 miles of mainline and smooth the ride for freight. We've improved our route structure and shortened the run between St. Louis and Los Angeles by 400 miles. Our locomotive fleet is one of the newest in America. We're rebuilding our yards, increasing our train speeds, and setting new industry standards for on-time dock-to-dock service.

All of this confirms our faith in the railroad's future. But in spite of our dedication to rail service, it remains only a part of Southern Pacific—a diversified company with substantial interests in agriculture, real estate and development, insurance, energy, printing, pipelines, equipment leasing and forestry.

We began life as the railroad that opened the West, more than a hundred years ago. Since then, our vision has taken us far beyond the reach of our rails and the dreams of our founders. Nevertheless, Southern Pacific remains today what it was in 1862: a young company with fresh ideas, bold plans, and a future filled with promise.

Southern Pacific

Jack Edwards, senior vice president-marketing and sales—once an SP customer, himself—is an excellent candidate to represent SP's customer-oriented approach. The ad also features the members of the train crew: Engineer John Anderson, Brakemen Rick Peterson and Mike Klock, and Conductor Ray Lopez.

Latest Advertisement Spotlights Railroad's Customer Orientation

The fifth advertisement in the company's corporate advertising campaign spotlights the railroad. The ad appeared in *The Wall Street Journal* and other newspapers in cities which are important employee and business centers on October 3.

The full-color, two-page magazine version (shown at left) will appear in the October 31 issue of *Fortune*, the November 7 issues of *Forbes* and *Time*, and the November 31 issue of *Business Week*.

The first four ads, which featured SP's activities in pipelines, real estate development, agriculture and forestry, left railroaders wondering when the Transportation Company would be given attention.

"The decision to run the railroad ad late in the campaign was a deliberate one," says Lew Phelps, vice president-Public Relations. "We weren't ignoring the most well-known part of the company, we just wanted to give some of the company's other diverse operations a chance to show off first."

Phelps explains that our corporate advertising campaign is designed to increase the public's awareness of the many diversified activities of the company.

"Most people associate SP's name with railroading," Phelps continues. "We want to introduce people to less familiar aspects of SP's business, before reinforcing the information with SP's railroad identification."

The same logic was used in developing the television commercial that many SP employees, especially football fans, have seen since it first aired on September 3.

It can be seen on CBS and NBC during weekend broadcasts of National Football League and NCAA college football games.

The one-minute commercial was put together by some of the best people in the business—and it shows.

Chief among the contributors is Director/Cameraman Ron Dexter of Los Angeles. He has been involved in some of Hollywood's top movies: *"The Black Stallion," "Invasion of the Body Snatchers"* and *"It's A Mad, Mad, Mad World"* —to name a few. His documentary *"Harvest"* was nominated for an Oscar. He's worked on commercials for some of the nation's leading advertisers, such as Pepsi, Budweiser, Ford, Adidas and Honda. And he's won a Clio—the advertising world's equivalent to an Oscar.

Dexter headed a film crew that varied in size from five to ten people, depending on the location and complexity of the shot.

A 31-day shooting schedule took the crew to 15 locations in 12 states. The film footage was edited down to 42 scenes that flash across the screen during the 60-second commercial.

These fine craftsmen, however, could not have done such an outstanding job without the excellent cooperation given them by SP employees wherever they went.

"SP people had a major 'behind-the-scenes' role in the commercial," Phelps says. "Without their help and courtesy, it would have almost been impossible to achieve such excellent results." □

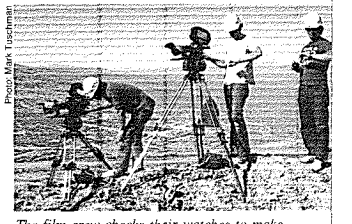


Photo: Mark Tuschman

The film crew checks their watches to make sure they're ready to capture the blast used to loosen gold ore from the open pit mining operation in Nevada.

Photo: Mark Tuschman

Chicago

Headquarters to One of SP's Important Off-Line Sales Territories.

It's the most important city in the Midwest.

Next to New York, there's not a more important city in the nation.

This is Chicago—a leading financial and business center, the country's transportation and distribution hub, and headquarters for Southern Pacific's Midwest Sales Territory.

It's also called "Second City." But don't let the nickname fool you. Chicago is an impressive top contender.

Chicago is home to the Midwest Stock Exchange, the Chicago Board of Trade (the world's largest commodity and grain futures exchange), the Mercantile Exchange and the 7th District Federal Reserve District Bank.

More than 15,000 manufacturers with sales over $70 billion are located here. There are more than 14,000 wholesalers with sales over $74.4 billion. One-third of the nation's capital goods are shipped from this area.

O'Hare is the world's busiest airport. Three of the five tallest buildings in the world shape Chicago's skyline (Sears Tower is the world's tallest at 110 stories). And Buckingham Fountain in Grant Park is the world's largest lighted fountain.

Southern Pacific has been part of the Chicago scene since 1921 when our first office opened here. Today, it's headquarters for SP's sales activities in an area that extends to all or part of 10 states and into portions of Canada. The Midwest Sales Territory includes some of the nation's important farm lands and major manufacturing centers, and is headquarters for many well known businesses.

Assistant Vice President-Sales Ron Cynor heads up SP's sales effort in the Midwest Territory. From his office in the heart of Chicago's financial center—an area known as the Loop—Cynor oversees the team work that goes into generating $250 million annually in originated revenues and another $395 million in revenues controlled by accounts that are headquartered in his territory.

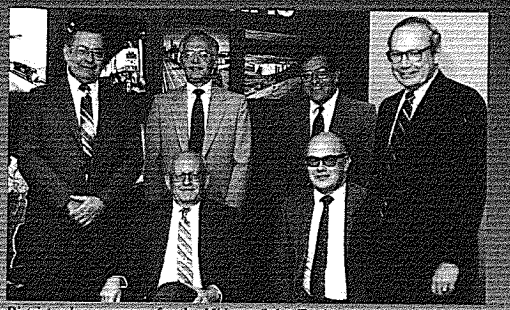
"Chicago is the unrivaled center of American agribusiness and has always been an important transportation and distribution hub in the United States," explains Cynor, a Chicago native.

"Its importance as a business center is evidenced by the large number of companies—the 'giants' of their industries—which have their corporate headquarters here." For example:

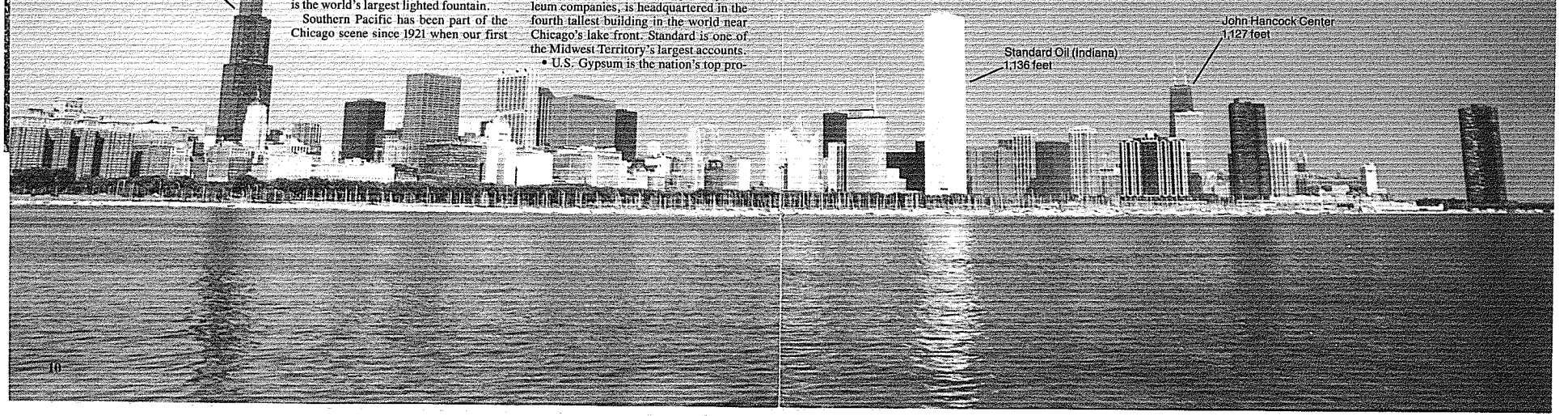
- Standard Oil Company (Indiana), which ranks sixth among U.S. industrial companies and fourth among U.S. petroleum companies, is headquartered in the fourth tallest building in the world near Chicago's lake front. Standard is one of the Midwest Territory's largest accounts.
- U.S. Gypsum is the nation's top producer of gypsum, a soft mineral that plaster of Paris is made from and which is used in wallboard and building products. Its headquarters is just a block away from the Midwest Sales Territory's office.
- Sears, Roebuck and Montgomery Ward, leaders in retail and catalog sales, are Chicago-based companies. A Montgomery Ward originated the mail order catalog in 1872 when he issued his first eight-page edition. Twenty years later, Sears introduced its mail-order business in Chicago. Today, both do business with SP.

"These are representative of the important accounts handled by our Chicago District sales office," Cynor points out. Others include: Caterpillar Tractor, the number one manufacturer of earth-moving equipment; Deere & Co., the largest manufacturer of farm equipment; Quaker Oats, king of the hot cereal manufacturers; and Kraft, Inc., the nation's top food processor which turns out thousands of products such as margarine, salad dressings and cheese.

Other Chicago-based businesses that use SP's rail services produce diverse commodities such as agricultural and construction equipment, chemicals,



District sales managers for the Midwest Sales Territory are (standing, left to right): Joe Schmeltzer (Detroit), Larry Derkacy (Cincinnati), Reed Niederhauser (Minneapolis), Tom Kelley (Chicago). Seated, left to right: Ken Corniels (Cleveland) and Bart Behrendt (Milwaukee).



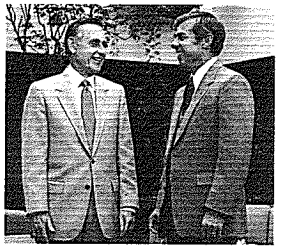
printed materials, grain mill products, iron and steel products, and intermodal shipments that contain every imaginable kind of freight.

"One of the important reasons that SP has sales offices off line is to be able to make calls at our customers' home offices," Cynor says. "Transportation and traffic managers—the individuals who control a corporation's choice of routing and carriers—are often part of the headquarter's operations. Their decisions may affect business anywhere on the SP system—not just to or from the cities where the home offices are located.

"It's our responsibility to promote SP's services and routes and to work together with the traffic managers to develop business opportunities and provide the rail transportation service needed," Cynor emphasizes.

The Chicago District Sales office is the highest outbound revenue producing district in the territory, according to District Sales Manager Tom Kelley. "There's a lot of traffic here because of Chicago's importance as a transportation and distribution center, but that also means there's plenty of competition."

Eleven major railroads serve Chicago, as well as countless trucking companies, plus ships and barges. There's also competition from shipper's agents, shipper associations, draymen, consolidators, foreign freight agents and transportation brokers.



Assistant Vice President-Sales Ron Cynor (left) talks with Allen Housh, vice president-transportation for Cargill, a worldwide leader that buys, processes, stores, transports and sells agricultural and other bulk commodities. Cargill is one of SP's top five accounts in the Midwest Sales Territory.

Despite the competition, SP's sales representatives have been able to capture a healthy share of the business.

"A number of events have helped our sales effort," Cynor points out. "The acquisition and upgrading of the Tucumcari line improved our competitiveness for West Coast traffic, and the addition of dedicated schedules, such as the Golden Piggyback Express, have attracted business. Being able to negotiate contracts that meet the specific needs of shippers has been one of the most important changes in the sales environment. And now I think our new corporate philosophy, that emphasizes the importance of our shippers, demonstrates a service and market oriented approach that shippers will want to take advantage of."

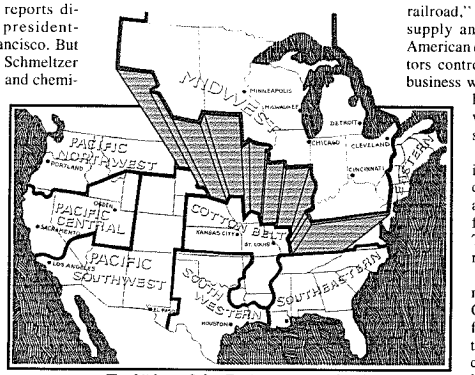
Although the Chicago District office is the territory leader in revenues and carloadings, the other five district offices—located in Minneapolis, Milwaukee, Cincinnati, Cleveland and Detroit—contribute substantially to the Midwest Sales Territory's success.

Literally every city and hamlet offers traffic potential for either carload or intermodal business. The Midwest sales team looks to these business opportunities to aggressively develop new profitable business for the system while protecting existing traffic.

For example, District Sales Manager Ken Corniels's Cleveland District includes Akron, Ohio—home to the nation's big four tire producers: Goodyear, B. F. Goodrich, Firestone and General. But it's a lot more than tires that SP moves for these shippers. Each is a major producer of petrochemicals which SP also ships.

Automobiles and auto parts represent a major business segment out of Detroit, the Motor City. These are the responsibility of R. C. Rayley, assistant vice president-automotive, who reports directly to the senior vice president-marketing & sales in San Francisco. But District Sales Manager F. J. Schmeltzer points out that petrochemical and chemical traffic are also big business here. Dow Chemical, the second largest chemical producer in the United States, and Dow Chemical Canada are located in Schmeltzer's district.

Pottersburg, Ohio—another part of the Cleveland District—is the site of Honda of America's new automobile and motorcycle manufacturing facility. Inbound auto parts coming from the West Coast move via SP and connections to this new facility.



The Midwest Sales Territory is one of eight geographical territories that generates business for the railroad. Illustration: John Signor

Reed Niederhauser's Minneapolis district calls on five of the nation's largest grain corporations: Cargill, General Mills, Pillsbury, Harvest States Cooperatives and Peavy. Each one has its corporate headquarters in the Twin Cities area.

Grain traffic has been a leading source of revenue for the Midwest Sales Territory for the last two years and the Minneapolis District is right in the thick of the activity. Approximately 90 percent of originating traffic from this district is in grain or grain by-products: corn, sunflower seeds, soybeans, barley, wheat and vegetable oils.

This is a complicated, often volatile business segment and Niederhauser's 17 years of railroad experience in grains and agricultural products makes him a valuable asset to SP.

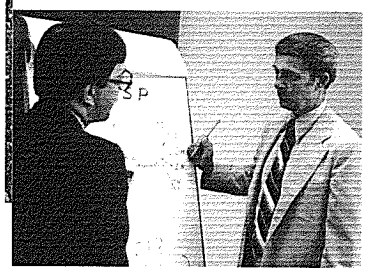
"Grain movements can depend on so many different factors that it's nearly impossible to forecast the business for the railroad," Niederhauser says. "Weather, supply and demand, the value of the American dollar abroad—all of these factors control grain sales. Capturing this business when it breaks open means we have to be able to react quickly with the right rate and the right service."

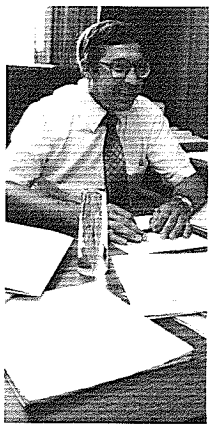
But a lot of the business that is handled for such well known companies as General Mills and Pillsbury is controlled traffic outside the Midwest Sales Territory—and not all is grain related.

For example, Pillsbury's major facility for packaging its Green Giant line of frozen foods is served by SP at Watsonville, California. The account, however, is controlled by Niederhauser's district.

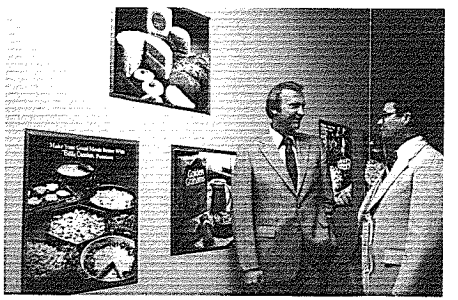
All of General Mills' retail food products—such as dessert and baking mixes—sold in stores west of the Rocky Mountains are packaged at General Mills' plant in Lodi, California. Hopper cars filled with bulk ingredients and packaging materials shipped by boxcar or TOFC, move by rail from Chicago to Kansas City, then via connections before SP takes them to Lodi. This business is generated and controlled by Niederhauser's district where General Mills has it headquarters.

The Midwest sales team is finding that

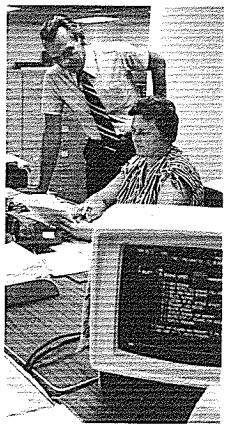


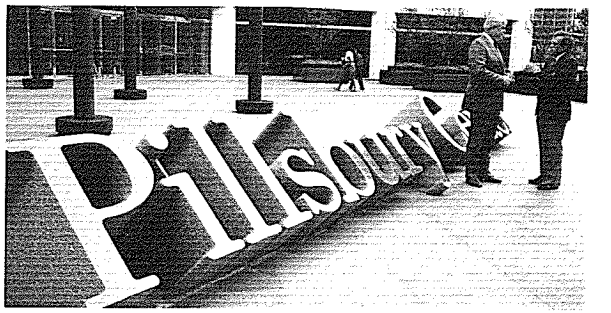


Above: *Jim Gehring (left), manager of contract sales and John Sampson, manager of sales administration, discuss the Midwest Territory's sales strategy at a recent staff meeting.* ***Right:*** *James Niemczyk is assistant vice president-traffic for Harvest States Cooperatives in St. Paul. His organization services more than 200,000 farmers and ranchers in the upper Midwest, Pacific Northwest and adjoining areas. It markets grain and oil seeds for about 800 local cooperatives.*

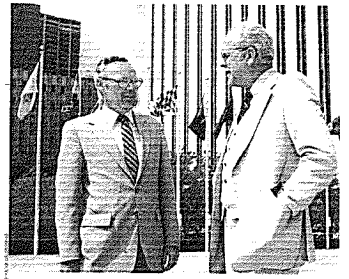


Packaging materials and ingredients shipped in bulk are two commodities SP moves for General Mills, which has its major West Coast packaging facility located on SP lines at Lodi, California. Whitey Atchley (left), general transportation manager-consumer foods, talks to SP Assistant District Sales Manager Jim Syverson at General Mills headquarters in Minneapolis.





Left: *At the Midwest Sales Territory's office in Chicago, Ed Holdsworth, manager of customer service, and Joanne Lenahan, customer service representative, assist customers who call requesting information about their shipments.* ***Above:*** *Outside the corporate headquarters of The Pillsbury Company in downtown Minneapolis, Glenn Baker (left), director of corporate transportation for Pillsbury, and District Sales Manager Reed Niederhauser discuss SP's role in providing rail service. Among the Pillsbury facilities served by SP are a rice milling operation in Arkansas and a frozen food plant in California.*



Left: Lowell Anderson (right), director of transportation and distribution for Amoco Chemicals Corporation in Chicago, looks to SP Account Executive Ray Holloway for providing reliable rail service along SP's line from Amoco's manufacturing plants between the Texas Gulf Coast and southern California, in addition to other locations.

Clipper Exxpress, a major intermodal shipper headquartered in Chicago, uses SP to handle many of its movements to the West Coast. Andy Sze (center), president and chief executive officer of Clipper Exxpress, is shown here with Assistant Vice President-Sales Ron Cynor (left) and Bill Knappe, manager of intermodal sales. In the background is one of several vans that Clipper Exxpress had painted to "salute zoos for their commitment to endangered animals."

more and more of their business success stories involve contracts.

Most shippers were against deregulation—or, at least, feared for the worst, according to Cynor. But contracts are something that shippers now see as a "refreshing breeze" in rail transportation.

"Shippers are discovering that contracts can provide real opportunities for transportation savings," Cynor says, "and they are working themselves some good deals.

"I think SP has done an excellent job with contracts—taking advantage of this concept and working to make them more streamlined and easier to use."

"The first contract with a company is often the hardest one to get," says Tom Kelley, district sales manager at Chicago. "We've found that once they've signed a contract with us, and see how easy it is to write and implement them, shippers are much more eager to commit more of their business to contracts."

For example, John Deere, the respected manufacturer of farm machinery, signed its first contract, then promptly exceeded the number of carloads it was committed to ship based on the terms of the agreement. Additional contracts are forthcoming as a result of this first success.

Procter and Gamble—the leading producer of household products—is one of the Midwest Territory's top five accounts. Cincinnati DSM Larry Derkacy's office calls on this important shipper which has signed several contracts with SP.

Selling SP's services in a deregulated environment has dramatically changed the sales representative's role.

"Capitalizing on today's sales opportunities requires more than keeping in touch and treating the customer to a lunch occasionally," Cynor says. "The railroad industry's never been more competitive and yet, it's never been in a better position to effectively compete for business."

Today's sales representative takes a much more active role in developing business. Sales representatives must know the shipper's business almost as well as SP's to be able to recognize new opportunities and to work with our product management team to develop innovative, yet profitable, approaches for new business. At the same time, they cannot neglect existing business.

"It takes bright, knowledgeable go-getters to represent SP—individuals who understand the multiplicity of our business: pricing, marketing service, equipment capabilities and schedules and performance between points. And they must know and understand the shippers' products, how his business operates and how SP can offer the transportation service that best fits his needs," Cynor says.

Tom Kelley recalls a time when an account controlled out of the Chicago District office was unhappy with service it was getting in Texas. "I talked to (San Antonio Division Superintendent) Art Henson and asked him to come to Chicago to meet with the shipper and to discuss the problem. The shipper was impressed that we brought a top operating officer here to discuss the matter. He (the shipper) walked out of that meeting with the problem resolved and knowing that SP cared about his rail business."

This is an example of the "working together" attitude that is essential for earning a shipper's respect, confidence and additional business.

It's especially important in an off-line environment, like the Midwest Sales Territory, where the sales representative becomes the only identification the customer has with SP. His or her knowledge of SP's policies and services, an understanding of the customer's business operations and rail transportation needs, and a professional business manner are essential when calling on some of the world's largest companies.

Judging from their performance, the Midwest Territory's sales team are just the professionals SP needs in this important off-line area. □

Railroads Set the Standard

On November 18, 1883—a Sunday remembered as "The Day of Two Noons"—railroad clocks across the country were reset according to Eastern, Central, Mountain and Pacific Time Zones and a uniform U.S. time system was established.

Photo: Bill Hastings

Railroad operations depend upon accurate time. Conductors, yard engine foremen, engineers and hostlers must compare their watches with a standard clock when commencing work each day and, in turn, comparing time with crew members as soon thereafter as practical. At San Francisco, Engineer Jud Warnick (left) and Conductor Ed Adams compare watches.

William F. Allen's heart must have sunk as he read the letter written to him in 1882 by Frederick L. Newberry, assistant engineer of the Southern Pacific.

Newberry certainly agreed with Allen that the patchwork quilt of 53 time zones into which America was carved—round zones, crescent-shaped zones, vertical and horizontal zones, each based on the longitude of some major city—was a nuisance. Since each zone differed from the next by odd numbers of minutes and seconds, and since one of Newberry's trains might cross a dozen of them in a run of only a few hundred miles, the paisley pattern of time created real scheduling problems.

But the two men parted company when it came to Newberry's solution to the problem. The railroader advocated adoption of a unique time standard for the railroad industry. It would be based on the meridian of Washington, D.C. The 24-hour day would be divided into 10 equal periods of 144 minutes, and two-faced watches and clocks would enable the public to convert from. . . .

And here the heartsick Allen most likely stopped reading. As editor of the *Official Guide of the Railways* and secretary of both of the railroad industry's major schedule-coordinating bodies, Allen had been seeking a solution to the time-zone puzzle long enough to spot a nonstarter from a distance. Newberry's well-intentioned response to Allen's request for proposals—like other schemes for "national time" based on a meridian midway across the continent—involved too much fuss and bother. Two-faced clocks and 144-minute hours wouldn't sell.

But what would?

Gradually, during 1882 and 1883, Allen figured it out. He borrowed the idea of four even-hour time zones from the proposals of others, but he added two revolutionary features.

First, instead of breaking at state boundaries or meridians of longitude, Allen's zones would break at major railroad switching points.

Second, instead of superimposing railroad time atop the crazy quilt of local time, Allen would ask the public at large to abandon "sun time" entirely in favor of his new Standard Time.

Consequently, when a railroad convention in October, 1883, decided to implement Allen's scheme at noon, November 18, it also suggested "that the time in all cities wherever possible should be made to conform to the new standard. . . ."

The public remained apprehensive right up until noon on November 18—the *New York Times* commented that people seemed to expect "a sensation, a stoppage of business, and some sort of a disaster" when the hands on the clocks were adjusted—but the transformation proceeded without a hitch . . .

. . . almost. Here and there around the country were pockets of resistance to Standard Time. Washington, D.C. was trapped in a time warp by an Attorney-General's ruling that only Congress, then out of session, could authorize an eight-minute shift in the government's clocks. A political crisis erupted in Bangor, Maine, when the Democratic mayor, claiming the scheme was both blasphemous and unconstitutional, vetoed a Republican-endorsed Standard Time ordinance. Cincinnati followed the Cincinnati *Commercial-Gazette* in rejecting "the latest crank of the scientists": "[The] pestiferous nonsense should be wiped from the imagination of man."

Allen was irritated by the foot-dragging. To one defender of the "San Francisco time" used on the West Coast, Allen wrote testily that "if the watches or clocks were [changed] without the people being informed of it, I doubt if there are five men on the whole Pacific slope who would find it out for themselves." Still, he knew that enough of the country had shifted to Standard Time on November 18 to gradually convert the doubters.

And that is what happened. Congress approved Washington's switch to Standard Time early in 1884. Bangor succumbed to a state law in 1887. Cincinnati held out until 1890, but finally surrendered of its own accord.

Long before Congress finally made Standard Time official for the country in 1918, the pockets of opposition had disappeared—as had the recollection that anything other than Standard Time had ever existed.

—W. H. Earle

Talking Business

Meetings offer information on company's performance and goals, and a forum for employees' questions and suggestions.

During the last two weeks of September, the Transportation Company's top officers traveled all over SP's 14-state system to talk with employees.

They did it for two reasons. First, to share information about the company—where SP stands within the railroad industry, our goals, and the important role employees have in achieving success. Second, they came to listen—to hear the concerns, thoughts and suggestions that are on employees' minds.

Photo: Jim Johnson

At Jefferson City, Mo., Brakeman Delmer Brown (left) and Conductor W. A. Gibbs (right) asked questions after the slide presentation.

Over 12,500 employees attended one of the 105 meetings conducted at 58 locations throughout the system.

The meetings are an outgrowth of management's dedication to a statement of principles it adopted earlier this year which recognizes a commitment to our customers, employees and quality transportation services.

Employees play the most important role in taking care of customers, according to the statement of principles. It further adds: "We know it is important that we have active communications and that all people at SP's railroads are involved in our efforts."

Free speaking railroaders questioned, criticized and reflected upon topics that included employee benefits, working conditions, training, communications, train operations and getting or losing business.

"First of all, I want to say what a good idea these meetings are. I really appreciate this opportunity today to talk to officers face to face" was the way many employees prefaced their remarks.

Employees were encouraged to say what was on their minds. No topic was too sensitive for these discussions—and railroaders opened up.

"It looks like there's no relief unless it's cost effective," a Tucson Division employee said. "There's more to a job than just money."

"Why do we do it this way?" was a typical question asked about nearly every facet of our railroad operations. Employees wanted to understand management's rationale and decisions. But they also offered their first-hand knowledge and perspective for making SP a better railroad.

Train operations was a major concern among employees, as well as safety, job security, morale, maintenance of equipment, facilities and track, truck competition and service to shippers. "By telling you our problems, how do we know anything will be done to help shippers?" asked a concerned employee who recognizes the shipper's importance to SP's strength.

At each meeting, officers addressed the subject of mergers and the climate it's creating for SP.

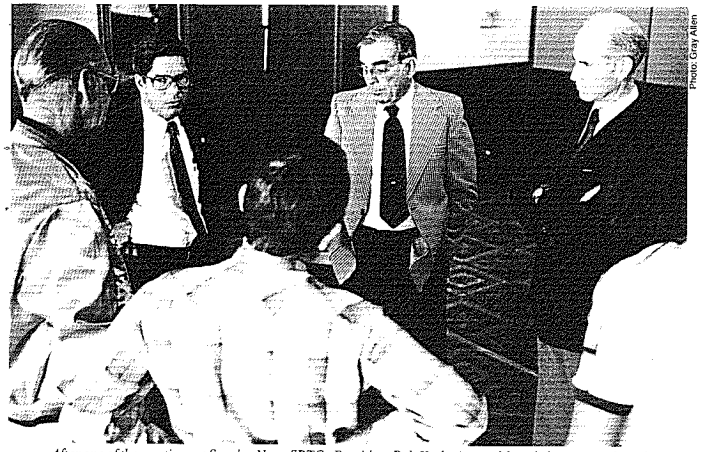
They discussed the strategic studies SP has conducted in which the effects of almost every possible merger combination of railroads was considered. These studies showed that further consolidations in the West made more sense than transcontinental mergers between the major eastern and western systems, each meeting was told.

The officers also referred to the statement made by Southern Pacific Company Chairman and Chief Executive Officer B. F. Biaggini at SP's annual meeting last May, when he said that Southern Pacific was willing to talk to other western railroads about a possible combination, but that we "have nothing on the plate at this time." The speakers at the employee meetings said that the situation remained the same, that "we have nothing to report" on the subject of mergers involving SP. At the time, it was the exact truth.

The situation changed over the weekend between the first and second weeks of the employees meetings when the Southern Pacific-Santa Fe merger was negotiated by Mr. Biaggini and Santa Fe Chairman and Chief Executive Officer John J. Schmidt. News of the deal was announced at the meetings as soon as it was legally possible to disclose it, on Tuesday, September 27.

The proposed merger, naturally, was a major topic of discussion at the later meetings, with job security an important question. Officers reiterated Mr. Biaggini's statement that the proposed merger, which would create the third largest railroad system in the nation, should increase business on both properties.

Photo: Gray Allen



After one of the meetings at Sparks, Nev., SPTCo President Rob Krebs (second from left) answered employee questions informally. Engineer R. Pealer (center) and Sacramento Division Superintendent Ken Moore (right) listened in.

Photo: Ray Ayre

MofW workers Leroy Smith (top), Nolan Perrodin (middle) and Neal Jackson attended the meeting at Lake Charles, La.

Since the employee meetings, all the officers involved met again to discuss what they heard at their meetings. They identified six principal areas needing management attention and changes in direction. These are:

1. Communications between all employees and management. This includes making more information available to all employees and creating better ways for employees' concerns to be voiced.

2. Company personnel matters and practices, including job access and job training.

3. Middle management concerns, such as responsibility, authority, support, and education.

4. Employee participation in the process of making SP's new corporate goals work well for shippers and the company.

5. Customer relations—involving SP employees in all parts of the company in meeting shippers' needs.

6. Improving the company's plant, facilities, and equipment to give all employees better tools with which to serve customers.

"We are starting a new series of activities to continue the two-way communication process that began at these meetings," says SPTCo President Rob Krebs.

First to be implemented will be a new weekly information bulletin that will be distributed over the TOPS communication network, expansion of the Transportation Problem Solving (TPS) Committees and videotape communications. Local managers will get together between now and the end of the year to suggest local activities.

SP's managers will then be back to employees with more details of the new program. □

Jim Henley, chief clerk at the Phoenix, Ariz. freight office, asks how SP revenues can be protected.

Rebuilding Without Interruption

Steel beams replace timber pilings on four trestles over the Yolo Basin.

Photography by Gray Allen

These locomotive cranes, with Paul DeWitt or Larry Blevins at the controls, can lift, lower, position and drive 90 foot steel beams weighing 6,570 pounds.

In late July when the mud dried up in the Yolo Basin near Sacramento, Calif., about a dozen MofW workers and their two 88-ton locomotive crane pile drivers, and other equipment, including a hydraulic boom crane, welding machines and compressor, arrived at the Yolo Basin to rebuild four double track railroad trestles from the ground up. They began replacing timber pilings with 90-foot steel beams, strengthening the trestles and making the pilings almost maintenance free.

"The Yolo Basin project is a good example of SP embarking on a long-term major project to prepare for increased traffic in the future - it's an important investment in the railroad," says Harry Berkshire, asst vice president-MofW and Engineering.

Because men and equipment are stationed below the trestles, work proceeds only during the late summer and autumn when the Basin, flood way for the Sacramento River, is dry. In its fifth year now, the timber replacement project will take eight years altogether.

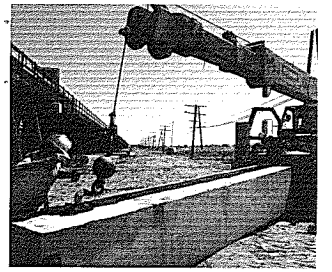
The four Yolo Basin trestles are on the main line between Sacramento and Davis, Calif. Altogether they are 8,600 feet long, forming one of the longest series of trestles on the system. They are long but low, never more than 35 feet above the Basin.

Until recently, the trestles were supported entirely by timber pilings, some of which were driven as early as 1912. It's a credit to past railroaders that their work has lasted, with repairs and improvements, as long as it has. But now the timbers have reached the end of their usefulness and piece by piece, the trestle is being rebuilt. When the piling project is complete, the trestle substructure will be made of pre-stressed concrete and corrosion resistant steel.

Paul DeWitt (left) and Larry Blevins (center) are outstanding system shovel operators, according to regional and general office Engineering managers who know their work. In agreement is Yolo Basin rehabilitation supervisor, Lewie King (right).

The Yolo Basin project presents unique problems according to Building and Bridges Supervisor Lewie King, because each steel beam is going in in the place of an old timber piling.

"First, a jacking bent is installed with a ground crane to hold and raise the trestle deck," says King. Made of three steel beams, bents are the vertical structures in a bridge. A jacking bent provides temporary support during bridge construction. "Then men in the Davis B&B gang chainsaw through an old timber piling and remove it with a ground crane.



Before new concrete caps can be welded to the Yolo Basin's new steel beams, they must be lifted onto the trestle by a hydro-boom crane like the one at right.

"Next, men at the controls of diesel-electric crane pile drivers lift, lower, position and drive 90-foot steel beams through holes we've already cut in the trestle deck," King explains. It's like threading a needle, except that the thread weighs 6,570 pounds.

The men install six 90-foot beams a day, one track at a time so traffic will not be interrupted.

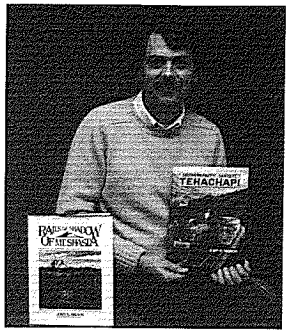
"A concrete cap with a steel plate is placed and welded on the steel piling," says King. The caps will hold the stringers, the main supporting members of the trestle.

Eventually a new concrete deck will be installed over the new steel structure; that project will also take about eight years to complete.

The men in system steel gang 1002, the Davis B&B gang, system shovel operators, their helpers, foremen and Supervisor Lewie King work on this project four days a week 10 hours a day. By early November, they hope to install 300 90-foot steel beams, or as MofW engineers say, 100 bents.

That's God willing and the creek don't rise. □

When He's Not Working on the Railroad, He's Writing About It



SP trainman and author, John Signor.

John Signor, an SP trainman who lives and works out of Dunsmuir, California, has over the last several years researched and written two books dealing with Southern Pacific's heritage in Oregon and California.

An SP employee since 1974, Signor candidly admits that the last thing he ever expected to do was become an author. "If Mrs. Smith, my high school English teacher could only see me now," he comments wistfully. "I didn't consciously sit down and start writing," says Signor, "but I've always had an interest in the history of the Southern Pacific and the West and the books came as an outgrowth of this."

His second book, *Tehachapi*, is a definitive history of the San Joaquin Division's Mountain District between Bakersfield and Los Angeles. His interest in the area can be traced to childhood visits to the famous Tehachapi Loop. Later, while furloughed at Dunsmuir, Signor sought work out of Bakersfield. It was at this time that he began gathering material and talking with Mountain District rails about the Tehachapi.

A special find was SP Engineer Henry Herman "Hienie" Bock. Bock, now living in retirement in Bakersfield, had worked the Tehachapi from 1907 till 1956.

"To my delight, I found Hienie to be quite a story teller with a good memory," says Signor, "and his experiences, coupled with those that he related from the other old timers working who hired out with him, nearly span the entire history of the railroad's presence in the Tehachapi Mountains." Hienie's insights can be found throughout *Tehachapi* as well as engineering and operating events, accounts of floods, and the 1952 earthquake. □

New Books About Southern Pacific

Tehachapi by John R. Signor *(272 pages; 375 photographs with 16 in color; $39.95 postpaid)*. Available from Golden West Books, Dept. SP, P.O. Box 80250, San Marino, Calif. 91108-8250.

Rails in the Shadow of Mt. Shasta by John R. Signor *(272 pages; 35 maps, over 325 black and white photographs; $27.50 postpaid—California residents add 6% sales tax)* traces a century of mountain railroading across the Cascades and Siskiyous in SP's former Shasta Division. Available from Darwin Publications, Dept. B, 850 N. Hollywood Way, Burbank, Calif. 91505.

The San Antonio & Aransas Pass Railway by John Hedge and Geoffrey Dawson *(148 pages; black and white photographs; $24.95 postpaid—Texas residents add 5% state sales tax)*. In the late 1800s, the San Antonio and Aransas Pass Railway was born. It was acquired by Southern Pacific in 1925. This book provides a complete, well-illustrated history of the line. Available from G. S. Dawson, 1207 Ashelman, Waco, Texas 76705.

Those Amazing Cab Forwards by George Harlan *(160 pages; 200 black and white photographs and illustrations; $29.95 postpaid—California residents add 6% sales tax)*. SP was the only major railroad in this country to use cab in front steam locomotives. Their history is traced from their inventors through their glory years. Available from George Harlan, 180 Via Lerida, Greenbrae, Calif. 94904.

Early Call for the Perishables: A Day at the Throttle by Dick Murdock *(20-page booklet; $1.00 postpaid)*. Retired SP Locomotive engineer Dick Murdock's short story puts the reader in the cab of a locomotive to experience a trip between Oakland and Roseville. Available from May-Murdock Publications, Box 343/90 Glenwood Ave., Ross, Calif. 94957.

American Art Tours California By Rail

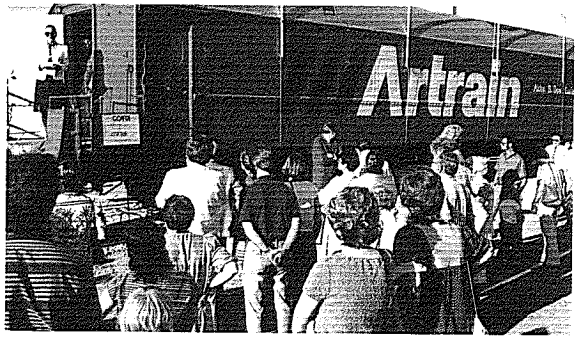
Artrain, a five-railroad-car traveling museum of American fine art, is making a tour of eight California cities this fall. SP has donated the transportation and worked with local committees to arrange for suitable exhibition sites on SP sidings at cities this railroad serves.

The remodeled railroad cars house two exhibits, both part of an overall program entitled *Uniquely American*. One, *Tradition in Process*, contains pieces as old as 75 to 100 years; the other, *Breakthrough: Post-War Modern*, emphasizes Abstract Expressionism.

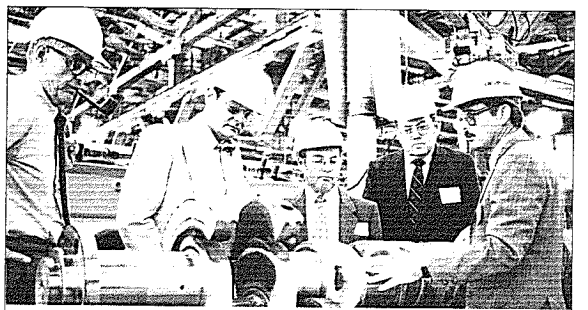
Accompanying the train and presenting educational programs in a working studio car is a staff of six, including two fulltime artists.

The exhibit's purpose is to foster a better understanding of what art and artists have to offer society. "We go mostly to smaller towns because we're trying to reach people who might not be able to get to big city museums," says Kathleen McKee, assistant manager of Artrain. City, county and school district officials, together with local arts and cultural center leaders, greeted Artrain's arrival with trackside art, music and dance festivals. Thousands of students from area schools visited the exhibit.

The California tour has included stops at Merced, Martinez, Petaluma, and Palo Alto. Artrain will be in Indio Oct. 27–29, San Marcos Nov. 4–8, San Diego Nov. 13–17 and El Centro Nov. 26–Dec. 1. □



This traveling fine art museum is making the rounds of eight California cities.



Sacramento Locomotive Works Tour *Members of the Lexington Group in Transportation History recently toured SP's major locomotive repair facility at Sacramento. Shown with Bill Williford (right), manager of production scheduling and control, who conducted one of the tours are (left to right): Robert McMillian, president of the Toledo, Peoria and Western Railroad; Dr. Richard Orsi, professor of history at the University of California-Hayward; Lynn Farrar of SP's Engineering Department in San Francisco; and Dr. Don Hofsommer. Dr. Orsi and Dr. Hofsommer are writing the two-volume history of Southern Pacific.*

The Lexington Group includes historians, economists, railroaders, writers, librarians and others who share an interest in transportation history, and railroad history in particular.

In addition to the tour of the Sacramento Locomotive Works, SP Transportation Company President Rob Krebs addressed the group during their two-day regional meeting at Sacramento.

Photo: Gray Allen

Confidential Assistance

The Employee Assistance Program provides confidential assistance for troubled employees and their families. Help is available for problems with marriage, family, alcohol, drugs, law or money. You, or any member of your family, may seek help without jeopardizing your job, future or reputation. Counselors are located throughout the system and are on call 24 hours a day.

Oregon		
Eugene	Bob Taylor	484-4777
California		
Los Angeles	Don Walsh	793-4275
Oakland	Brian Miller	465-5436
Sacramento	Murray Eyford	483-2118
Texas		
Houston	John Klein	868-6299
San Antonio	Cliff Melton	222-8315

Brighter Economic Picture Appears

The long-awaited economic recovery is having an impact on Southern Pacific. Net ton miles, carloadings and revenue are up over a year ago in almost all areas, only in part because of last September's decreased carloadings during a brief strike. The chart on this page, to be a regular feature in the *Bulletin*, shows good news as far as the railroad is concerned.

Intermodal is up dramatically because of shipper preference and the aggressiveness of the intermodal sales force. The upswing is particularly dramatic along the Los Angeles-to-Chicago and Los Angeles-to-Houston corridors, reflecting an increase in port loadings and international business.

SP's important chemical and petroleum traffic reflects increased activity in the industry and the success of the Marketing and Sales Department in forging long-term, high-volume contracts with these shippers.

Lumber and plywood are up over a year ago, but not as much as had been hoped.

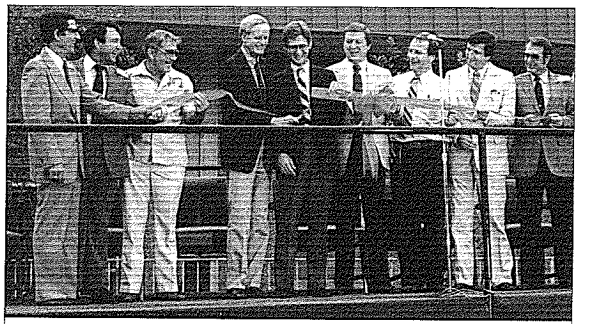
Commercial Digest

System Indicators	*September*	*Change/'82*
Net Ton Miles (millions)	6,673.0	+26.2%
Revenue (millions)	$ 198.3	+10.8%
Carloads	134,794	+14.5%
Selected Commodity Groups (by carload):		
Intermodal	23,697	+41.8%
Chemicals, Petroleum	23,851	+22.1%
Forest Products	24,538	+15.4%
Agricultural, Food Products	14,977	−8.5%
Autos, Transportation Equipment	7,365	+15.8%

The reappearance of high interest rates at the beginning of the summer had a dampening effect on new home starts, in turn decreasing demand for raw materials in the construction industry.

Agricultural and food products are down as a category, which in part reflects the tough competition for shipper business from other western railroads and truckers. But the picture is not as bad as the −8.5 percent indicates: much of the foodstuff traveling on SP lines now goes intermodal and contributes to the big 41.8 percent gain in that category.

Transportation equipment is up, in part because people have started buying cars again and in part because of contracts assuring SP a larger portion of Ford and import business. □



Dedication at Lafayette *SP officials, employees, customers and state and local dignitaries gathered at the new Lafayette Division headquarters in early September for an open house and dedication of the recently completed facility.*

Participating in the ribbon-cutting ceremony were (left to right): Lafayette City Councilman Robert Domingue, Asst. Regional Engineer Pete Martin, Lafayette City Councilman Benny Ritchey, General Manager Lloyd Simpson, Lafayette Division Supt. H. D. Fisher, Asst. Supt. Wayne Martin, Safety Officer Joe Armstrong, Louisiana's Deputy Secretary of Labor Michael Haddad, and Mike Fincher, a member of the Lafayette Parish Sheriff's Department.

The new building houses the division superintendent, his staff and other railroad departments.

Photo: Jim Johnson

Operation Lifesaver *Arkansas State Governor Bill Clinton (left) and National Transportation Safety Board Chairman James Burnett (right) recently taped several public service announcements for Arkansas television stations at an SP siding as part of the state's Operation Lifesaver kickoff press conference. The Operation Lifesaver program, which began in 1981, is managed by the Arkansas Highway Safety Dept., the Office of the Governor and the Arkansas Department of Transportation.*

1984 Railroad Calendar

Those Magnificent Trains features *SP 4449*, in its original color scheme, at Orland, Calif. on the way to Los Angeles for the city's 200th anniversary. This full color calendar has 11 other train shots and may be ordered from Bo-Tree Productions, 1137 San Antonio Road, Palo Alto, CA 94303 for $6.95 plus $1.50 shipping charge. California residents add sales tax. □

Barnett *Gee*

New Chief Special Agent

Glen D. Barnett has been named chief special agent–system for the railroad's Police Department, succeeding **George A. Gee**, who retired Aug. 31 after nearly 38 years with SP.

Barnett is responsible for the activities of the railroad's commissioned police force—the third largest among railroads in the U.S.—in Southern Pacific's 14-state territory.

He joined SP in 1965 and worked in the Sacramento and Roseville, Calif., areas as a patrolman. He was later promoted to investigator and sergeant. He then became assistant special agent at Sparks, Nev., and Sacramento before being promoted to special agent at San Francisco in 1976. He was named assistant chief special agent in 1977. Barnett has a bachelor's degree in criminal justice from California State University at Sacramento.

Gee joined the company as a patrolman at Sacramento in 1945, then served as investigator, assistant special agent and special agent. In 1971, he was appointed assistant chief special agent at Houston. The following year he became assistant chief special agent at San Francisco, a position he held until he was appointed chief special agent–system in 1977. □

Sunset Medallions You Can Wear

Looking for items with SP's Sunset Medallion on them? M&L Mittens in Sparks, Nevada offers a number of items, including baseball-style hats, belt buckles, blazer buttons, money clips and cuff links. For information on the items available, write M&L Mittens, P.O. Box 824, Sparks, NV 89432-0824.

Appointments

INDUSTRIAL RELATIONS: At San Francisco; **W. R. Cornish**, **N. E. Febus** and **B. S. Feld** to *labor relations specialist*; **M. A. Givan** to *supervisor of agreements*; **Ms. P. L. Joyner** and **W. R. Kearney** to *labor relations specialist*; **C. E. Lamb** and **W. E. Loomis** to *senior manager labor relations*; **Ms. M. P. Mansir** to *administrative assistant*; **H. L. Moles** to *labor relations officer*; **K. R. Peifer** to *assistant vice president-labor relations*; **P. G. Sears** to *supervisor of agreements*; **K. A. Wood** to *assistant vice president-employee relations*. At Houston: **Ms. B. J. Darilek** and **Ms. B. L. Griswold** to *labor relations specialist*; **C. R. Huntington** to *senior manager labor relations*; **R. J. Moss** to *labor relations specialist*. At Tyler: **E. T. Koenig** to *labor relations officer*; **K. L. Prater** and **K. D. Williams** to *labor relations specialist*.

MARKETING AND SALES: At San Francisco: **Ms. K. Bok** to *transportation analyst*; **C. G. Boyvin** to *asst. manager forecasting*; **Ms. C. A. Burgstahler** to *asst. product manager-non-metallic minerals*; **P. R. Donahue** to *forecast coordinator*; **Ms. J. Y. Tak-Matney** to *transportation analyst*; **Ms. C. A. McKay** to *staff assistant*; **N. W. Schlinger** to *product manager-consumer products*; **Ms. K. Verveniotis** to *contract analyst*; **Ms. C. F. Witten** to *asst. manager special projects*.

Eastern Sales Territory: At New York: **R. V. Rodino** to *asst. district sales manager*; at Toronto: **D. J. Bartley** to *asst. district sales manager*; at Washington, D.C.: **W. S. Johnson** to *asst. district sales manager*.

Midwest Sales Territory: At Chicago: **E. T. Holdsworth** to *manager customer service bureau*; at Cincinnati: **S. E. Meade** to *asst. district sales manager*; at Cleveland: **J. N. Jarrett** to *asst. district sales manager*; at Detroit: **P. Gordon** to *asst. district sales manager*; at Minneapolis: **J. L. Syverson** to *asst. district sales manager*.

Pacific Central Sales Territory: At Bakersfield: **R. H. Smith** to *account executive*; at Oakland: **L. J. Maday** to *sales representative*; **Ms. T. L. Muldowney-Hill** to *sales representative*; **G. P. Radloff** to *asst. district sales manager*; at Sacramento: **J. J. Speight** to *asst. district sales manager*; at Salt Lake City: **W. C. Travis, III.** to *asst. district sales manager*; at San Jose: **Ms. D. C. Duty** to *sales representative*.

Northwest Sales Territory: At Portland: **W. J. Kirtland** to *account executive*.

Pacific Southwest Sales Territory: At Denver: **W. G. Hackett** to *asst. district sales manager*; at Los Angeles: **Ms. D. G. Kennedy** to *asst. district sales manager*; at West Colton: **T. J. Morgan** to *sales representative*.

THE PMT SYSTEM: At Burlingame: **J. L. Davis** to *general manager-equipment*; **A. C. Higgins** to *manager of equipment-auto transport*; at Sacramento: **L. A. Sleeper** to *manager of equipment-intermodal*.

SOUTHERN PACIFIC LAND COMPANY: At Sacramento: **M. W. Casey** to *asst. district manager, real estate*.

SOUTHERN PACIFIC PIPE LINES: At Los Angeles: **J. M. Abboud** to *assistant to president, executive*; **P. M. Dito, Jr.**, to *asst. manager-planning and development*; **J. M. Engelhardt** to *manager-technical services, engineering*.

Retirements

GENERAL OFFICE, SAN FRANCISCO: **S. E. Albertson**, *supervisor-Operating Field Services*; **G. P. Alves**, *senior tax clerk*; **A. M. Boyd**, **W. J. Harlow** and **F. A. Henderson**, *clerks*; **D. J. Hosey**, *production scheduler-Mechanical*; **M. J. Jensen**, *general bridge inspector-MofW*; **R. P. Roman**, *voucher certifier*; **J. Rotman**, *clerk*; **J. I. Valdez**, *systems supervisor-Systems Research*; **H. Whitehurst**, *timekeeper*.

HOUSTON DIVISION: **C. M. Cavazos**, *carpenter*; **C. E. Clark**, *switchman*; **T. O. Hernandez**, *car inspector*; **C. C. Herndon**, *laborer*; **B. Q. Lazo**, *carman*; **M. Lovel**, *car inspector*; **E. B. Mayo**, *telephone operator*; **L. Moses**, *traveling mechanic*; **J. H. Odstrcil**, *mechanic*; **E. E. Sparks**, *towerman*; **J. D. Taylor** and **J. L. Tillman**, *clerks*; **W. J. Weisgerber**, *car inspector*.

LAFAYETTE DIVISION: **J. L. Courville**, *foreman*; **F. L. Dubon**, *conductor*; **G. L. Nelson**, *switchman*; **G. H. Stokes**, *locomotive engineer*.

LOS ANGELES DIVISION AND REPAIR PLANTS: **J. Allys**, *carman*; **R. C. Bailey**, *claims inspector*; **B. M. Bumpus**, *switchman*; **E. Campbell**, *janitor*; **J. L. Clark** and **M. Cohen**, *clerks*; **S. B. Cohen**, *sheetmetal worker*; **E. W. Couch**, *switchman*; **W. A. Davila**, *truck driver*; **J. F. Fahey**, *conductor*; **R. E. Faulkner**, *locomotive engineer*; **R. C. Gangware**, *train clerk*; **E. R. Griffin** and **O. E. Hinz**, *locomotive engineers*; **M. T. Hagedorn**, *chief clerk*; **I. W. Johnson**, *switchman*; **C. W. Knapp**, *clerk*; **C. Landry**, *laborer*; **F. L. Liggins**, *coach cleaner*; **A. G. Mandujano**, *laborer*; **J. P. McCloud**, *yardmaster*; **S. V. McKenney**, *carman*; **T. L. McVey**, *switchman*; **R. J. Mojica**, *sheetmetal worker*; **E. E. Morton**, *conductor*; **H. O. Ortega**, *machinist*; **V. M. Osmun**, *signalman*; **J. Price**, *brakeman*; **L. Puccio**, *sheetmetal worker*; **E. D. Puhlman**, *electrician*; **R. E. Richardson**, *fireman*; **P. Roldan**, *carman*; **E. L. Sandford**, *locomotive engineer*; **G. H. Shelton**, *clerk*; **M. E. Staley**, *secretary*; **L. L. Waterman**, *switchman*; **J. R. Wilcott**, *brakeman*; **G. E. Williamson**, *policeman*; **J. M. Wright**, *clerk*; **A. H. Young**, *train dispatcher*.

OREGON DIVISION: **L. D. Ake**, *conductor*; **G. B. Bowles**, *locomotive engineer*; **T. D. Cabe**, *assistant engineer*; **D. L. Clifford**, *signal maintainer*; **R. O. Collier**, *roundhouse foreman*; **R. E. Davis**, *agent-telegrapher*; **R. Delarosa**, *clerk*; **J. E. Filley**, *pipefitter*; **C. T. Flowers**, *locomotive engineer*; **J. D. Foster**, *machine operator*; **R. A. Fraga**, *signal foreman*; **W. L. Grimm**, *crew dispatcher*; **E. R. Hanson**, *machinist*; **L. G. Hummel**, *public projects engineer*; **D. G. Jeffreys**, *train clerk*; **E. W. Jesertiz**, *clerk*; **J. G. Maben**, *locomotive engineer*; **F. E. McCrary**, *clerk*; **P. J. McDonald**, *assistant engineer*; **E. T. Narramore**, *conductor*; **T. W. O'Connell**, *head clerk*; **W. A. Parish**, *train clerk*; **J. L. Robinson** and **F. O. Stump**, *locomotive engineers*; **Y. M. Shaffer**, *fireman*; **R. R. Smith**, *conductor*.

SACRAMENTO DIVISION AND REPAIR PLANTS: **E. C. Acosta**, *machine operator*; **J. J. Aiello**, *electrician*; **W. R. Alford**, *truck driver*; **C. N. Avitia**, *laborer*; **J. D. Bell** and **T. E. Bender**, *conductors*; **R. C. Blarr**, *investigator*; **J. K. Browning**, *telegrapher-clerk*; **H. E. Campbell**, *electrician*; **W. H. Carpenter** and **J. B. Cox**, *conductors*; **H. W. Cook**, *locomotive engineer*; **R. E. Dearden** and **G. K. Drake**, *brakemen*; **R. G. Duran**, *truck driver*; **O. L. Epperson**, *signalman*; **R. E. Evans**, *data processor*; **W. H. Francis**, *conductor*; **J. H. Garcia**, *carman*; **M. Garcia**, *laborer*; **M. V. Gardea**, *clerk*; **J. A. Lasnik**, *conductor*; **B. G. McGrath**, *car inspector*; **T. V. McPherson**, *pipefitter*; **G. R. Middleton**, *upholsterer*; **Z. K. Milat**, *foreman*; **A. S. Mitchell**, *fork lift operator*; **W. D. Neifert**, *switchman*; **M. W. Nelson**, *welder*; **G. A. Nichols**, *head clerk*; **J. N. Quesada**, *carman*; **L. P. Quinn**, *brakeman*; **R. A. Roberts** and **J. A. Robideaux**, *clerks*; **D. J. Schiro**, *carman*; **O. R. Simmons**, *electrician*; **A. V. Sloper**, *locomotive engineer*; **M. E. Sundberg**, *carman*; **W. S. Tegarden**, *conductor*; **E. O. Villalbos**, *laborer*; **D. E. Wallace**, *locomotive engineer*; **W. H. Wiefel**, *clerk*; **J. J. Wilson**, *assistant chief clerk*; **J. A. Woods**, *machinist*; **J. I. Walton** and **W. C. Yates**, *conductors*.

SAN ANTONIO DIVISION: **J. B. Ashley**, *brakeman*; **H. L. Bailey**, *laborer*; **M. C. Dube**, *machine operator*; **L. M. Griffin**, *telegrapher-clerk*; **S. B. Hall**, *brakeman*; **R. M. McKnight**, *roundhouse foreman*; **D. M. Mooneyham**, *locomotive engineer*; **W. R. Morgan**, *clerk*; **I. L. Peebles**, *conductor*; **M. S. Perez**, *foreman*; **J. W. Ramsey**, *locomotive engineer*; **A. A. Schmidt**, *switchman*; **D. M. Spitler**, *yardmaster*.

SAN JAOQUIN DIVISION: **J. B. Armistead**, *clerk*; **C. W. Aulman**; *conductor*; **E. C. Davis**, *engine foreman*; **C. F. Greene**, *locomotive engineer*; **O. E. Henshaw**, *district manager-MofW*; **B. Hernandez**, *laborer*; **D. A. Johnson**, *clerk*; **P. P. Martinez**; *train clerk*; **J. Olais**, *foreman*; **F. O. Ordonez**, *laborer*.

TUCSON DIVISION: **J. C. Combs**, *yardmaster*; **H. T. Daly**, *car inspector*; **F. Flores**, *telegrapher-clerk*; **M. D. Fuller**, *switchman*; **E. L. Gamboa**, *carman*; **A. E. Gower**, *conductor*; **J. R. Guerrero**, *laborer*; **D. S. Maxon**, *switchman*; **N. O. Pankau**, *signal inspector*; **J. M. Rogers**, *clerk*; **L. Valdillez**, *machine operator*.

WESTERN DIVISION: **R. Belton**, *clerk*; **D. E. Blile**, *switchman*; **L. M. Baca** and **J. M. Carrillo**, *laborers*; **S. N. Cavallaro**, *train clerk*; **W. J. Charles**, *car foreman*; **E. Dobbins**, *coach cleaner*; **A. J. Donnery**, *telegrapher*; **J. Ferrante**, *car inspector*; **F. B. Huffstutlar**, *carman*; **R. L. Keels**, *switchman*; **D. R. Kness**, *conductor*; **R. J. Labate**, *machinist*; **J. A. Lloyd**, *switchman*; **W. C. Lang** and **M. A. Martinez**, *clerks*; **D. Macias**, *truck driver*; **C. F. McGowan**, *train clerk*; **E. M. Mendoza**, *signalman*; **A. M. Medellin** and **T. Ornelas**, *laborers*; **P. V. Resinkin**, *signal maintainer*; **L. I. Reynolds** and **R. L. Richard**, *clerks*; **J. E. Roldao**, *carman*; **R. Rue**, *laborer*; **G. M. Sanders**, *coach cleaner*; **M. H. Smith** and **L. Townsend**, *clerks*; **R. E. Vierra**, *truck foreman*; **C. W. Wick**, *locomotive engineer*; **B. A. Wilson**, *claims inspector*.

COTTON BELT: Kansas City Division: **C. W. Bailey**, *carman*. **C. R. Ferguson**, *dispatcher*. **C. M. Franke**, *laborer*; **N. Garcia**, *foreman*; **V. H. Kaufmann**, *machine operator*; **H. C. Roberts**, *chief clerk-Traffic*; **D. E. Shuffelberger**, *foreman*; **R. Walley**, *laborer*; **R. V. Winslow**, *machinist*. **Pine Bluff Division:** **M. O. Bilzing**, *welder*; **J. M. Davis**, *conductor*; **L. Gaines**, *laborer*; **G. C. Hopkins**, *fireman*; **W. R. Horst**, *clerk*; **J. W. Howard**, *locomotive engineer*; **C. L. Jenkins**, *clerk-telegrapher*; **S. A. May**, *clerk*; **C. E. Moore**, *conductor*; **C. H. Parker**, *bridge foreman*; **F. H. Rateliff**, *clerk*; **C. W. Reddick**, *district MofW manager*; **J. H. Smith**, *equipment installer*; **C. E. Sanders** and **J. B. Stewart**, *brakeman*; **J. V. Tipton**, *drawbridge tender*.

Deaths

GENERAL OFFICE, SAN FRANCISCO: **Pensioners:** **L. S. Bergstrom**, *sales representative*; **C. R. Gollinge**, *stenographer*; **N. C. Graham**, *secretary*; **E. V. Guanziroli**, *train service clerk*; **D. E. Holt**, *head clerk*; **M. H. Jacobi**, *assistant chief clerk*; **Y. J. McWilliams**, *rate & divisions clerk*; **M. W. Sperduto**, *head control clerk*; **L. M. Troutman**, *project analyst-Traffic*; **G. E. Walton**, *assistant to manager-Contracts*.

HOUSTON DIVISION AND REPAIR PLANTS: **S. M. Bailey**, *locomotive engineer*. **Pensioners:** **W. H. Bailey**, *machinist*; **W. E. Blakeway**, *chief yard clerk*; **P. M. Frausto**, *crane operator*; **G. J. Gilbert**, *motor truckman*; **M. Goffney**, *business car chef*; **M. A. Hanna**, *valuation clerk*; **J. R. Hardin**, *engine foreman*; **E. F. Johnson**, *switchman*; **R. V. Jones**, *machine operator*; **W. W. Keys**, *foreman*; **G. Labba**, *tool checker*; **W. Miller** and **R. J. Mitchel**, *conductors*; **R. A. Murphy**, *general clerk*; **E. Nelson**, *freight carman welder*; **L. A. Parr**, *car inspector*; **L. F. Roberts**, *examiner-Industrial Relations*; **J. C. Schneider**, *B&B supervisor-Victoria*; **I. N. Sheppard**, *blacksmith*; **V. A. Stafford**, *automatic buffet attendant*; **S. H. Wammack**, *yardmaster*; **E. R. Weitzel**, *locomotive engineer*; **A. W. Westerhaus**, *assistant to purchasing agent*; **C. D. Williams**, *gang boss*.

LAFAYETTE DIVISION: **Pensioners:** **R. Benoit**, *laborer*; **A. A. Castille**, *IBM line desk clerk*; **E. Chiasson** and **E. Girouard**, *bridge tenders*; **C. E. Hillman**, *car foreman*; **G. C. Pope**, *machinist*.

LOS ANGELES DIVISION AND REPAIR PLANTS: **R. A. Whitbeck**, *sheetmetal worker-welder*. **Pensioners:** **H. M. Alexander**, *locomotive engineer*; **E. Austad** and **R. D. Birch**, *machinists*; **W. E. Blades**, *boilermaker*; **W. A. Blakely**, *motorman*; **C. J. Burnett**, *bench machinist*; **R. H. Byrne**, *machinist*; **E. Carver**, *telegrapher clerk*; **A. E. Chapman**, *freight carman*; **W. D. Darby**, *car foreman*; **E. DeNuptiis**, *machinist helper*; **E. E. Denyer**, *machinist foreman*; **W. R. Faulk**, *locomotive engineer*; **G. L. Fidler**, *carman*; **J. F. Fimbres**, *machinist*; **C. P. Frize**, *claim clerk*; **W. O. Hardwick**, *laborer*; **D. W. Harrington**, *freight carman*; **B. A. Havey**, *engine foreman*; **F. C. Hill**, *janitress*; **M. Jorgensen**, *crane operator*; **G. H. Kaylor**, *chief service director-passenger traffic*; **F. E. King**, *assistant terminal agent*; **R. S. Kimmey**, *locomotive engineer*; **G. Lobello**, *track walker*; **S. G. Longo**, *general boilermaker foreman*; **L. A. McGinty**, *machinist*; **R. Otero**, *mill carman*; **C. J. Pearce**, *assistant general storekeeper*; **F. M. Peralta**, *laborer*; **J. Perez**, *truckman*; **A. N. Phillips**, *telephone operator*; **W. Rutherford**, *machinist*; **J. M. Serrano**, **E. Sierra** and **L. G. Solorio**, *laborers*; **M. W. Terry**, *chief service director-traffic*; **J. E. Torres**, *car inspector*; **H. E. Warner**, *machinist*; **C. W. Williamson**, *carpenter*.

OREGON DIVISION: **T. J. Spellman**, *equipment installer*. **Pensioners:** **D. Aguilera**, *foreman*; **I. G. Bloom**, *clerk*; **C. H. Burr**, *brakeman*; **P. J. Burrows**, *car inspector*; **R. E. Davis**, *agent telegrapher*; **W. E. Graber**, *machinist helper*; **K. E. Gwinn**, *terminal superintendent Eugene*; **R. F. Hetlage**, *chief clerk*; **W. T. Howard**, *water service mechanic*; **D. V. Hoy**, *locomotive engineer*; **P. H. Keeton**, *conductor*; **W. Matienko**, *laborer*; **W. G. McClellan**, *caller*; **W. Newton**, *locomotive engineer*; **J. P. Parker**, *carpenter*; **H. H. Pawley**, *clerk*; **M. Petroff**, *foreman*; **J. G. Peyton**, *laborer*; **J. T. Scott**, *water service mechanic*; **C. F. Timm**, *chief clerk*; **L. A. Voeller**, *conductor*; **H. S. Westby**, *locomotive engineer*.

SACRAMENTO DIVISION AND REPAIR PLANTS: **R. D. Mosher**, *freight carman*. **Pensioners:** **E. C. Akerly**, *industrial clerk*; **E. R. Ambrose**, *carpenter*; **L. L. Borden**, *foreman*; **P. Bruno**, *machinist helper*; **A. N. Cahill**, *stenographer clerk*; **R. N. Caruso**, *blacksmith*; **E. L. Castle** and **E. J. Flick**, *locomotive engineers*; **W. O. Fuller**, *switchman*; **F. M. Garcia**, *driller*; **C. M. Hartman**, *clerk*; **W. H. Hickam**, *machinist*; **W. R. Johns**, *conductor*; **H. L. Jones**, *signalman*; **I. Martinez**, *laborer*; **J. Matranga**, *carman*; **J. C. Matranga**, *freight car painter*; **V. R. McDonald**, *accountant*; **L. Morby**, *signal maintainer*; **W. W. Murphy**, *machinist*; **C. L. Nealson**, *electrician*; **E. S. Obray**, *conductor*; **M. A. Petrinovich**, *clerk*; **M. F. Petersen** and **J. Saunders**; *locomotive engineers*; **M. F. Silvestre**, *laborer*; **A. T. Stump**, *engine foreman*; **C. E. Sullivan**, *truck driver*; **O. L. Thorsted**, *pipefitter*; **T. W. Wallis**, *machinist helper*; **A. R. Urzua** and **J. B. Zamudio**, *laborers*.

SAN ANTONIO DIVISION: **Pensioners:** **O. L. Alexander**, *laborer*; **J. L. Boatright**, *switchman*; **A. A. Cervantes**, *carpenter*; **H. P. Ely**, *general yardmaster*; **A. S. Fuhr**, *brakeman*; **A. Gonzales**, *laborer*; **W. L. Goodwin**, *conductor*; **L. E. Johnson**, *teletype operator*; **H. J. Lutz**, *assistant warehouse foreman*; **J. V. McGinnis**, *conductor*; **E. Miller**, *locomotive engineer*; **M. J. Nester**, *track supervisor*; **J. R. Pedrotti**, *conductor*; **W. R. Pool**, *locomotive engineer*; **E. C. Smith**, *machine operator*; **A. P. Wiley**, *clerk*; **W. Williams**, *stevedore*.

SAN JOAQUIN DIVISION: **Pensioners:** **E. R. Chavez**, *foreman*; **W. Dolyniuk**, *roadmaster Stockton*; **M. F. Emerson**, *car inspector*; **J. J. Garcia**, *laborer*; **W. S. Kalbaugh**, *locomotive engineer*; **J. J. Lammers**, *pipefitter*; **M. P. Ortiz**, *laborer*; **J. A. Pound**, *locomotive engineer*; **P. F. Thrift**, *car inspector*; **H. M. Zacheisz**, *clerk*.

TUCSON DIVISION: **R. K. Duckett**, *conductor*; **R. A. Pinon**, *MofW foreman*. **Pensioners:** **R. R. Bain**, *engine foreman*; **F. O. Campbell**, *brakeman*; **C. R. Clifford**, *roundhouse foreman*; **J. T. Corral**, *car oiler*; **H. J. Fleming**, *brakeman-conductor*; **A. J. Flood**, *yard helper*; **G. I. Frassinelli**, *switchman*; **W. B. Horton**, *locomotive engineer*; **I. E. Lozano**, *shop car inspector*; **J. M. Madril**, *laborer*; **L. P. McDonald**, *clerk*; **R. D. MacNeil** and **S. S. Price**, *locomotive engineers*; **P. H. Primley**, *brakeman*; **G. Ramirez**, *laborer*; **F. A. Rapley**, *sheetmetal worker*; **E. M. Roberts**, *roundhouse foreman*; **R. G. Smail**, *head file clerk*; **C. H. Snodgrass** and **S. Stell**, *locomotive engineers*; **K. E. Tardy**, *senior assistant division engineer*; **D. Todd**, *switchman*; **A. S. Trujillo**, *carman*; **L. E. Walker**, *investigator*; **J. Wester**, *conductor*; **T. B. White**, *chief clerk-Purchases & Stores*; **B. E. Woods**, *switchman*.

WESTERN DIVISION: **Pensioners:** **R. E. Archuletta**, *electrician*; **A. C. Ash**, *conductor*; **T. H. Bone**, *clerk baggageman*; **C. P. Bradshaw**, *clerk*; **J. Caravaca**, *carman*; **J. P. DaGraca**, *car inspector*; **J. B. Delahanty**, *laborer*; **P. M. Delgado**, *tie handler*; **E. L. Foskett**, *carload checker*; **N. C. Franklin**, *switchman*; **W. Green**, *janitor*; **Z. V. Hazard**, *mail & baggage handler*; **H. D. Home**, *agent*; **J. A. Hoularis**, *baggage report clerk*; **C. A. Johnson**; *clerk*; **L. M. Johnson**, *machinist*; **P. Mahoney**, *picker*; **D. E. Metters**, *conductor*; **E. L. Miller**, *agent*; **O. Nelson**, *waiter*; **G. W. Michols**, *relieffman*; **A. Norsworthy**, *laborer*; **A. J. Nugent**, *machinist*; **F. R. Olazabal**, *carman*; **Y. G. Padilla**, *laborer*; **J. Parker**, *blacksmith helper*; **G. R. Paulson**, *conductor*; **R. J. Ranieri**, *crossing watchman*; **L. Richa**, *lineman*; **U. A. Robertson**, *patrolman*; **J. A. Rose**, *head demurrage clerk*; **J. T. Ryan**, *equipment installer*; **N. R. Stone**, *motor car mechanic*; **M. I. Stroud**, *hostler helper*; **F. E. Viscount** and **A. E. White**, *locomotive engineers*; **H. D. White**, *computameter operator*; **W. L. Whitley**, *instructing chief*.

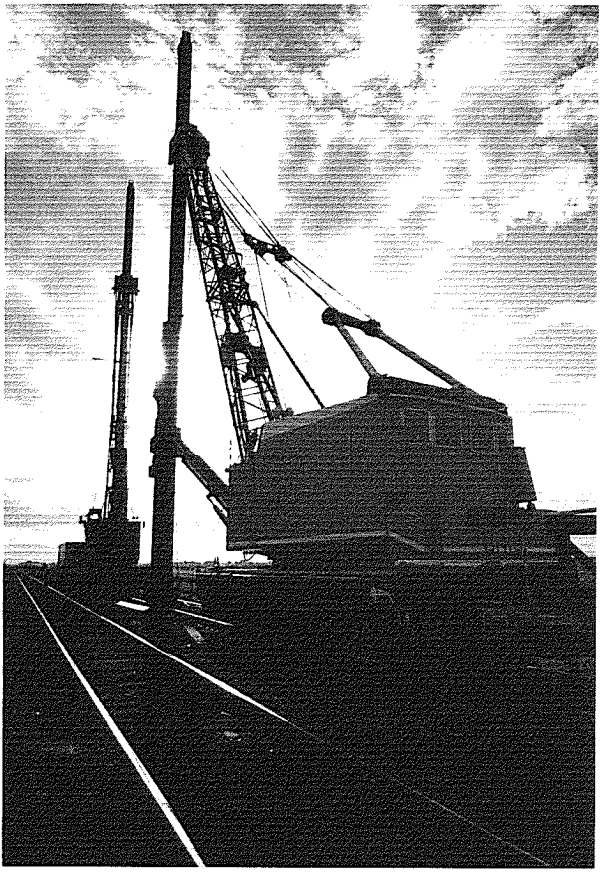
COTTON BELT: **L. R. Hawkins**, *conductor-Pine Bluff*. **Pensioners:** **W. G. Degelow**, *general traffic manager-St. Louis*; **L. M. Lee**, *yardmaster*; **G. R. Melton**, *switchman*; **J. D. Rease**, *foreman*.

NORTHWESTERN PACIFIC: **Pensioners:** **R. Ellis**, *brakeman*; **E. R. Evans**, *foreman*; **L. Ford**, *laborer*; **K. N. Hill**, *conductor*; **F. Katten**, *lead car shop inspector*; **E. H. Requa**, *helper*.

OTHERS: **Pensioners:** **D. L. Blair**, *assistant station master, LAUPT*; **T. O. Wofford**, *mail sorter, LAUPT*; **E. M. Reidy**, *consulting counsel-Law, Washington, D.C.*; **C. J. Wells**, *cashier, SD&AE*.

Photo: Steve Fleetwood

A Taste of the 1984 Olympics *SP is an official corporate sponsor of the 1984 U.S. Olympics, to be held in Los Angeles. Members of the U.S. Olympic Gymnastics team recently put on a demonstration at the SP Los Angeles office. At left, and unmistakably in a class of his own, is Sam the Eagle, the Olympics' official mascot. Left to right in the back row are: Frank Guerin, retired asst. vice president–sales and SP's special representative to the Olympics; SP's John Tierney, special assistant–Governmental Relations; Mitch Gaylor, member of the gymnastics team; and Don Peters, coach for the gymnastics team. Cynthia Emmets (left), manager of sponsor programs for the Los Angeles Olympic Organizing Committee, and Julianne McNamara, member of the gymnastics team, are in the front row.*



Ninety-foot tall steel beams replace timber pilings in the trestles over the Yolo Basin. The trestles, over the flood way of the Sacramento River, are on our main line between Sacramento and Davis, Calif. They form one of the longest—8,600 feet—series of trestles in the system. See page 18 for the story on this important renewal project.

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